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MAYBELLINE NEW YORK, HOW TO GROW IN PORTUGAL?

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Abstract

This document consists of a market research on the Portuguese make-up market, and more specifically on the brand *Maybelline New York*. The purpose of this project is to understand the consumers' feelings / opinions regarding this brand, in order to suggest possible strategies for *Maybelline* to grow in Portugal. The marketing research for this work started with an exploratory research (15 in-depth interviews), followed by a quantitative research based on a pre-arranged questionnaire (90 respondents). The main findings were that *Maybelline NY* is one of the make-up brands with strongest awareness. However, the majority of the respondents do not recognize themselves in this brand, it is associated with "exaggeration", and this leads the interviewees to think that it is not adequate for Portuguese women. Finally, besides all make-up-related products, the respondents believe that *Maybelline* should extend to treatment products, especially face treatment.

Key Words

Maybelline New York; Make-up; Brand Growth; Market Penetration Strategy; Product Development Strategy

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A. PROJECT'S PURPOSE – GENERAL OVERVIEW

While participating in the **L'Oréal Brandstorm** competition, in which we were asked to create the first fragrance for the brand *Maybelline New York*, my purpose is to develop a study to better understand this brand and its consumers' behaviour in Portugal. The main objective of this project is to suggest alternatives to help *Maybelline NY* to grow in this country.

B. CASE NARRATIVE

B.1 – The Brand *Maybelline New York*

Maybelline was founded in 1915 by Thomas L. Williams, who created an easy-to-use product to darken eyelashes (mascara). At the beginning, it was only produced for his sister, *Maybel*, but a couple of years later it started to be advertised and sold by mail to the general public. As it became a huge success, the brand extended from eye products into face, lip and nail.

The 90's were a key period for *Maybelline*. It started in 1991, when the advertising tagline "*Maybe she's born with it. Maybe it's Maybelline*" was created, leading to crucial changes in the brand. Some years later, in 1996, *L'Oréal* acquired *Maybelline* and this partnership empowered *Maybelline* to create the newest, most innovative products in modern retail. Finally, it is in 2004 that it officially became ***Maybelline New York***.

Nowadays, *Maybelline NY* is the world's number 1 cosmetics brand and it is present in more than 100 countries, in the mass market channel. This brand can be defined in three words: ACCESSIBILITY – not only related to price, the brand wants to be easy to understand, likable, practical and close to its targets; INNOVATION – it wants to follow the trends and make their packages and perceived quality

as close as possible to luxury; NEW YORK – *Maybelline* is about being modern, multi ethnic, it is about acceptance, fashion, energy, sexiness and specially it is about possibilities.¹

Maybelline NY is presently a make-up brand, and therefore it is important to analyse the Portuguese make-up market in order to understand its consumers' behaviour. Moreover, as happens with any other beauty product, trends influence this market very much, and it has a very strong link with the emotional side of people. Thus, it is necessary to be aware of the feelings and attitudes that are behind the consumers' choices, decisions and ways of usage. Furthermore, it is important to mention that *Maybelline NY* is a mass market brand and in our country it is mainly available in the non-selective channel and in *El Corte Inglés*. Meaning that, at this point, it is essential to comprehend the whole relationship that exists between the brand and its targets.

Finally, besides trying to understand the brand now, in the present, my project explores ways to improve the **brand in the future**. As my focus is the brand *Maybelline NY* itself, and not the make-up market in general, throughout this project, while attempting to achieve the answers to my question – *Maybelline New York*, how to grow in Portugal? – the goal is to find ways of increasing Maybelline's sales and also explore the possibility of brand extensions. To do this, it is necessary to understand which are the opportunities available, always taking into account the advantages and risks that could be faced by the brand, as well as the targets' evaluations and associations that might result from the changes.

B.2 – Theoretical Support for the Project – Brand Growth

Firstly, taking into consideration that this project is inserted in the Brand Management Course, for the theoretical background, I have decided to use the framework presented in the context of this Course².

¹ Information provided by L'Oréal (Brief Day and Resource Pack for the Brandstorm Competition)

² KELLER, K.L; (2008) "Strategic Brand Management: Building, Measuring and Managing Brand Equity"; Pearson International Edition

Consequently, I'm considering the perspective of *H.I. Ansoff* (1957)³ who defends that "*a business firm must go through continuous growth and change*". In order to schematize this idea, making it easier to understand and analyse, he created a matrix called product/market expansion grid which categorizes four main growth strategies.

	Current Products	New Products
Current Markets	Market Penetration Strategy	Product Development Strategy
New Markets	Market Development Strategy	Diversification Strategy

Fig. 1 – Product-Market Strategies for Business Growth Alternatives

According to this framework, the most conservative option is to follow a **Market Penetration Strategy**, in which there is an effort by the brand to grow in its current markets and keeping its current products; this strategy makes it possible to increase sales not only to present customers, but also to new customers.

The second alternative is to use a **Product Development Strategy** and in this case the brand would remain in its current markets but would offer different products (these differences generally consist of some modification in products' characteristics).

Then, there is the **Market Development Strategy**, which implies trying to enter new markets (e.g.: new targets or new geographical areas), with the brand's current products.

Finally, the most risky strategy, would be the **Diversification Strategy**, and this is the most difficult to achieve because it involves entering new markets with new products.

Even though each one of the previous strategies describes different paths towards growth, in practice a brand may follow several of them at the same time.

³ ANSOFF, H.I. (1957); "Strategies for Diversification"; *Harvard Business Review*; Vol. 35

Now, and before getting to the focus of this project, it is necessary to clarify the reasons why I will not explore the possibility of neither following a Market Development Strategy nor a Diversification Strategy.

First of all, and taking into account what was previously mentioned, that *Maybelline NY* is already present in more than 100 countries worldwide and, that my study aims to suggest alternatives to grow in Portugal, I have considered that **entering new geographical areas** (i.e. Market Development Strategy) should not be the focus of this project. Also, this should not be a priority move for this brand, at least not in a short term period.

Then, one might think that because *Maybelline NY* is only present in the non-selective market, one possibility to grow could be to **enter in the selective** one (i.e. Market Development Strategy). Being in the selective channel would make the brand become more present and also could improve its perceived quality. However, for *L'Oréal* (the parent brand), this is not an option to consider; otherwise they could risk the sales of other of its sub-brands, *L'Oréal Paris*, which is one of *Maybelline's* main competitors (cannibalization).

Furthermore, when talking about brand growth and more specifically about increasing market share, **prices** should also be considered. In fact, a decrease in prices could lead the brand to attract a **broader target** (i.e. Market Development Strategy). *Maybelline* is already one of the most accessible make-up brands sold in Portugal and according to my research this is one of the characteristics that attracts the most its consumers (**See Research Results, page 22**). Still, this also leads to a less positive image and consequently to a low perceived quality by the targets. Therefore, a decrease in prices could be a good move on a short-term perspective, but in the long run, instead of increasing *Maybelline's* market share, it could damage the image of the brand.

Additionally, analyzing the prices alone would not be enough to understand *Maybelline* and explore the alternatives for the brand to grow. It is crucial to fully understand who the **competitors** are and how

they play in the market (regarding not only prices, but also marketing strategies and presence in distributions channels, for instance). According to data provided by *L'Oréal* the main competitors of *Maybelline* are *L'Oréal Paris* (also present in the selective circuit); *Nivea* and *Rimmel* (only present in the mass market retail).

All these brands charge similar prices and offer a comparable range of products. However, consumers differentiate them in other aspects: *Maybelline* is seen as the young and trendy specialist; *L'Oréal Paris* as the star brand, the most sophisticated, sold both in the selective and non-selective circuits; *Rimmel* is considered to be very distant from its targets; and *Nivea* is quite recent in the make-up market and therefore it provokes some curiosity among consumers⁴.

It is also important to mention that recently, *Bourjois*, a make-up brand present in the selective circuit, entered in the mass market and not only does it have very attractive prices, but also it is investing very much in its consumers, offering make-up classes and advice at the Point of Sales.

Finally, it was already explained that following a Diversification Strategy can be very risky for a brand. Such a strategy would require *Maybelline* to offer, simultaneously, new products to different markets and this means that the brand would have to bear significant changes. Thus, this strategy will not be explored throughout this project.

Up to now, I've only talked about organic growth alternatives; nonetheless, the possibility of **mergers and acquisitions** also exists. Although this is not a totally unlikely alternative, it is not a measure to be considered in the short-term; moreover, it would be done by *L'Oréal* (parent brand) and not by *Maybelline*.

Also, it should be clear that, regardless of the strategy that is going to be followed, the image of the parent brand (*L'Oréal*) and also of *Maybelline NY*, cannot be damaged. Therefore, and to conclude, I will focus on the Market Penetration Strategy and on the Product Development Strategy.

⁴ Information provided by Maybelline's Brand Manager and by a Market Research conducted by Gfk Group

B.2.1 – Market Penetration Strategy – Strengthening the Brand

Growth should be built firstly by “*increasing the volume purchase per capita of present customers of the present product*” (J.N. Kapferer, 2004) and this means to follow a **Market Penetration Strategy** which is the less risky alternative for a brand to grow, and its objective is to convince current consumers to buy more and become more loyal in order to increase the brand’s market share comparing to its benchmarks (L’Oréal Paris and Nivea)⁵ or even to gain more consumers.

According to J.N. Kapferer (2004), while a brand is attempting to grow, it is essential to always be managing its equity⁶, meaning that it should constantly try to increase its value.

In order to manage and sustain, or even enhance Brand Equity, and consequently increase market penetration, K.L. Keller (1999)⁷ argues that there are two actions that a brand must do: reinforcing and revitalizing the brand.

Regarding the first action, Keller is referring to **reinforcing the brand meaning** in what concerns brand awareness and brand image. For this to happen it is required that brand consistency is maintained; the strength and favourability of brand associations should be kept, the strategic positioning should remain consistent over time and the sources of brand equity should be protected. Nonetheless, this does not mean that no changes should be done in the marketing program of the brand.

On the subject of the **revitalization of the brand**, Keller defends that it is necessary to understand the current and desired brand knowledge structures, using customer-based brand equity concept as a guide on how to refresh old sources of equity or create new ones. In practical terms, what might be done is to expand the depth or breadth of brand awareness or to improve the strength, favourability and uniqueness of brand associations making up the brand image.

⁵ These two benchmarks were chosen according to the information provided by L’Oréal

⁶ For Brand Equity concepts see **Appendix 1**

⁷ KELLER, K.L. (1999); “Managing Brands for the Long Run: Brand Reinforcement and Revitalization Strategies”; *California Management Review*, Vol. 41

Actually, even though *Maybelline NY* has a strong awareness, it has relatively poor image (see **Research Results, page 19**), at least in Portugal, and therefore it is essential to strengthen this brand in this country.

To conclude, although retaining the brand's current customers is one of the main objectives of this strategy, there is always a trade off with the possibility of attracting new ones. Actually, as mentioned by *K.L. Keller (2008, page 574)* a brand "*must proactively develop strategies to attract new customers*", because keeping the existing ones is not enough. Thus, in order to keep growing and sustaining its equity, the brand must be able to be seen as having relevant attributes to different targets and one way to do this is by creating brand extensions, which is the next topic to be developed.

B.2.2 – Development of Brand Extensions

As time goes by, it is essential that a brand keeps itself modern and interesting for its targets; it also has to be able to attract new customers and satisfy the changing needs and wants of the existing ones. Thus, at some point, a necessary strategic move to achieve this is to create brand extensions (*J.N. Kapferer, 2004*).

According to *K.L. Keller (2008, page 491)* a **Brand Extension** "*occurs when a firm uses an established brand to introduce a new product*", and this concept can fall into two categories: it can be a **Line Extension** – when the parent brand is applied to a new product that targets a new market segment within the current product category (e.g. *Maybelline* launching a new make-up product) – or it can be a **Category Extension** – when the parent brand is used to enter a different product category (e.g. *Maybelline* launching a treatment product or a perfume).

After strengthening the brand (strategy described in the previous topic), and once again considering that new markets are not a priority for *Maybelline*, also knowing that neither a decrease in prices nor entering in the selective channel are options to follow, and finally, bearing in mind that following a

Diversification Strategy can be too risky for the brand, I'm now exploring the possibility of following a Product Development Strategy.

In order to propose brand extensions for a business it is important to find out which are the opportunities available, taking into account the advantages and risks for the brand as well as understanding how consumers may evaluate the new extensions. In fact, it has been showed that the success of a brand extension will depend very much on consumers' perception of the fit between the parent brand and the new extension (*Aaker and Keller, 1990*). No matter which is the base of fit perceived by the targets, what is essential is that they feel it makes sense.⁸ Furthermore, when developing an extension it is required to know if it provides some point of advantage for the parent brand (*D.A. Aaker, 1991*).

K. L. Keller defends that in order to create favourable evaluations of an extension, some conditions must be respected: consumers should have awareness and positive associations with the parent brand and at least some of these positive associations should be reminded by the extension; also, the negative associations should not be transferred from the parent brand and they should not be created by the new extension. The success of the extension will afterwards be assessed by its ability to achieve some of its own brand equity and by its contribution to the equity of the parent brand.

NOTE: In this topic I'm considering *Maybelline New York* as being the parent brand, because most of the interviewees do not associate *Maybelline NY* as being a *L'Oréal sub-brand*. Still, it is important to mention that besides respecting *Maybelline NY*, the extensions must respect *L'Oréal* as well.

⁸ KELLER, K.L. and Lehmann, D.R. (2006) "Brands and Branding: Research Findings and Future Priorities"; *Marketing Science*; Vol. 25

B.3 – Marketing Research

B.3.1 – Problem Definition and Research Objectives

Marketing Problem (problem confronting the decision maker – “Action oriented”): *Maybelline New York* is the number 1 cosmetics brand in Portugal⁹. However, as I have mentioned in previous topics, it is essential that it continues increasing its Brand Equity and, also, it is crucial that the brand keeps being up to date and interesting for its targets. Therefore, using the theoretical framework (*Ansoff's Matrix*) explained before, the purpose of this project is to answer the question *Maybelline New York*, how to grow in Portugal?

Research Problem (asks what information is needed and how it can be best obtained – “Information oriented”): In order to find out how to grow, it is necessary to explore the alternatives to strengthen the brand and also to identify possible brand extensions. The main **research objectives** for each one of these topics are:

1. Explore alternatives to strengthen the brand (Market Penetration Strategy): it is essential to understand consumer behaviour in the make-up market, find out who the target is and how they perceive the brand *Maybelline New York*. Thus, the main objectives are to comprehend the whole experience behind the choice and usage of make-up products and also to understand the relationship between the brand and its targets.

2. Identify possible Brand Extensions (Product Development Strategy): in this case the main objective is to understand which brand extensions could add value to *Maybelline NY* and also to its targets.

⁹ Source: Nielsen Portugal

B.3.2 – Methodology

After performing the **literature review** on Brand Growth, I have conducted an **exploratory research**, which allowed me to discover some ideas and insights on consumers' motivations, attitudes and feelings towards make-up products, and more specifically about *Maybelline NY* brand / products. As I had to define the target for this brand, besides the information provided to me by *Maybelline's* Brand Manager, I've also used an Observation Technique.

B.3.2.1 – Methodology – Data Collection

First of all, and in order to complement my own analysis, I have exploited some **Secondary Data**, mainly information provided by L'Oréal due to my participation in the *L'Oréal Brandstorm* competition, and also I've resorted to data available on the internet, data provided by Nielsen panels and other studies.

Then, the **Primary Data** for this project includes a Qualitative Research, more specifically I have chosen to conduct one-to-one In-depth Interviews in a relaxed and informal environment, following a common interview guide (**Appendix 2**). These interviews took approximately 1 hour (average time), they were recorded with the interviewees' permission and they were afterwards transcribed (**Appendix 3**¹⁰).

Furthermore, as I had some difficulties defining *Maybelline's* target, I have opted for following two different steps: 1) I have conducted one Internal Interview with the Brand Manager of *Maybelline New York*, which provided me more detailed information on the brand and its consumers as well as on the market, 2) I used an Observation Technique¹¹ consisting of observing consumers at a natural setting (Continente, Jumbo and El Corte Inglés) in order to find out the behavioural patterns of people

¹⁰ In appendix there are some of the qualitative outputs

¹¹ MALHOTRA, N.K and Birks, D.F (2007); "Marketing Research – An Applied Approach" (3rd European Edition); Prentice Hall

regarding the brand *Maybelline NY*: who looks for the brand and who actually buys it. At the same time, I have done a Quantitative Research, using a structured survey consisting of several questions in a prearranged order and these questionnaires were conducted face-to-face (**Appendix 4**).

B.3.2.2 – Methodology – Sampling Design

The universe for my qualitative study is composed of women aged from 15 to 39 years old. In order to conduct the interview with each one of them, these women had to recognize the brand *Maybelline NY* from a list of make-up brands. Moreover, half of these interviewees had to use *Maybelline*'s products and the other ones had to use other brands of make-up, perfumes or treatment products. Regarding the quantitative study, the universe includes women from 15 to 45 years old who use make-up at least once a week.¹²

B.3.3 – Research Results

In order to recommend growth alternatives for *Maybelline NY*, it is not enough to collect solely information about the brand. Therefore, I am also presenting some insights about the Portuguese make-up market in general, and on consumers' feelings, motivations and attitudes regarding this type of products. The objective is to find out how the brand can better meet the needs and wants in this market and ultimately how the brand can grow in Portugal.

In addition, on this topic I am only presenting the **main conclusions** of my research (both qualitative and quantitative), additional consumers' comments from the qualitative analysis are presented in **Appendix 3**, and the additional quantitative outputs are presented in **Appendix 5**.

NOTE: To present the Research Results I am dividing consumers into three groups: 1) *Maybelline*'s **Regular Users**, 2) *Maybelline*'s **Occasional Users**, and 3) *Maybelline*'s **Non-Users**.

¹² For more information on the sample see **Appendix 6**

B.3.3.1. Explore alternatives to strengthen the brand (Market Penetration Strategy)

a) Understand consumer behaviour in the make-up market – main objective: comprehend the whole experience behind the choice, purchasing and usage of make-up products and find out if *Maybelline NY* is matching consumers' needs and expectations.

➤ What are the feelings and emotions associated with make-up usage

Both qualitative and quantitative outputs show that the interviewees use make-up mainly to feel more attractive / beautiful and in order to hide imperfections. Moreover, the qualitative research also reveals that many of the interviewees use make-up to look more tanned.

Qualitative output: *"para ficar com melhor cara, para me sentir mais gira e para ficar mais queimada"* (Maybelline's Occasional User, 25 years old)

"...disfarçar imperfeições...noites mal dormidas" (Maybelline's Regular User, 22 years old)

Quantitative output:

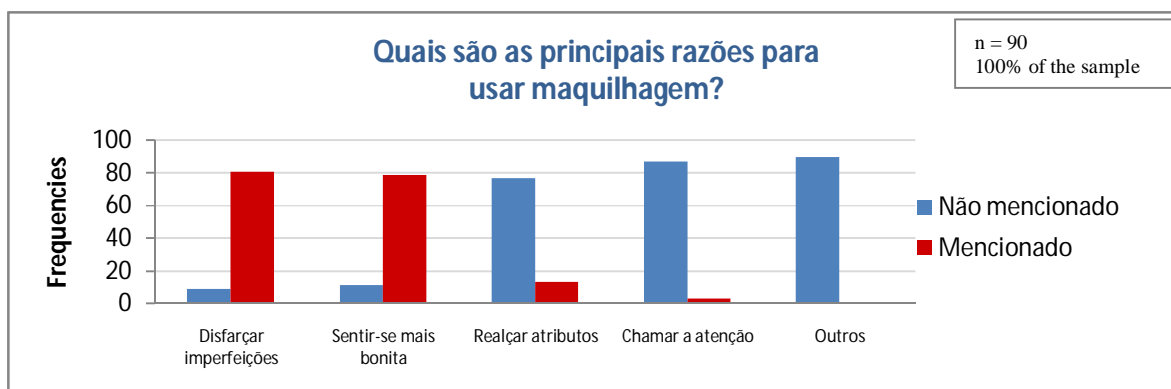


Fig. 2 – Quais são as principais razões para usar maquiagem? (Q.2. PART I)

➤ When and how consumers use make-up products

According to my qualitative study, the majority of interviewees use make-up almost on a daily basis, especially in the winter. The quantitative research confirms these same results. In addition, I found out that they use only "simple make-up" for the day (i.e. no more than foundation / blush) and only at night there is a tendency to use more make-up (both in terms of products used and quantity applied). On this topic, I found out that some of the respondents (qualitative research) consider *Maybelline* as a brand to use on their day-to-day, mainly due to its accessible prices and availability in the hypermarket.

Qualitative output: *"Ponho todos os dias...quando saio de manhã e se for sair à noite a maquilhagem é diferente"* (Maybelline's Regular User, 22 years old)

"Todos os dias só blush castanho...(à noite) ponho lápis, rimmel, sombra, baton...à noite carrego mais no castanho e é completamente diferente..." (Maybelline's Occasional User, 25 years old)

"Uso todos os dias no Inverno...no Verão não" (Maybelline's Non-User, 18 years old)

"(Maybelline) ...são produtos de todos os dias...Como são coisas baratas normalmente é para todos os dias para sair de casa..." (Maybelline's Regular User, 22 years old)

Quantitative output:

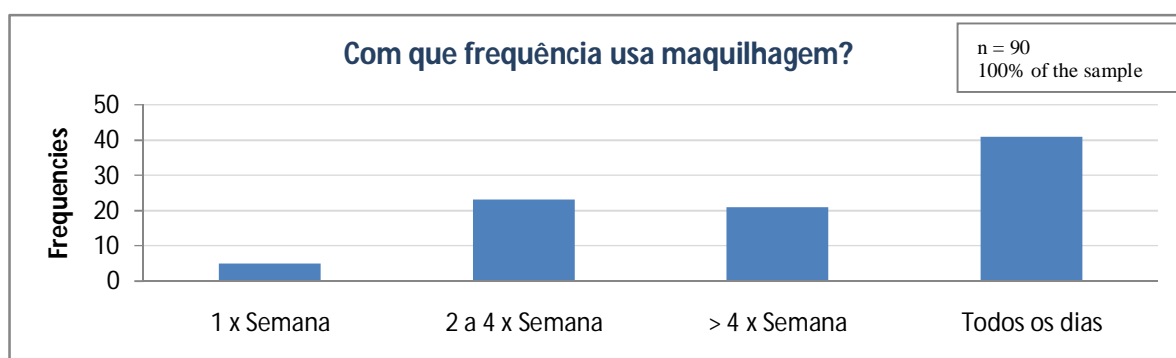


Fig.3 – Com que frequência usa maquilhagem? (Q.5. PART I)

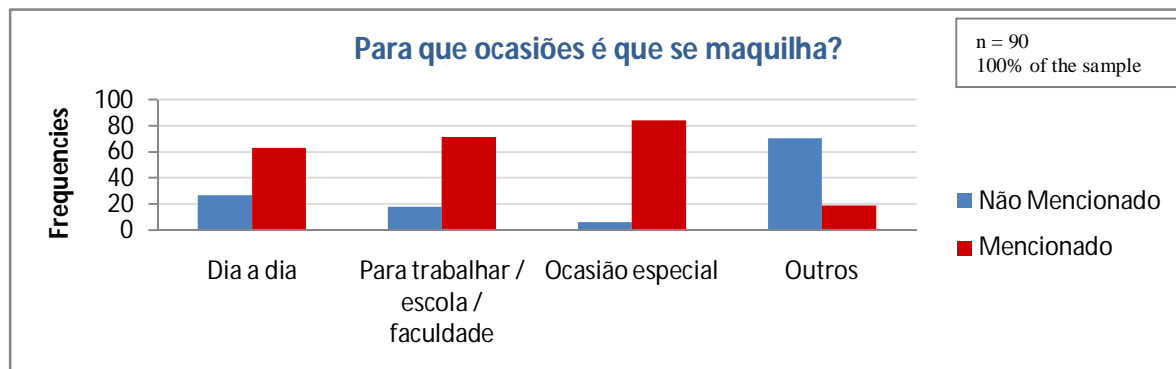
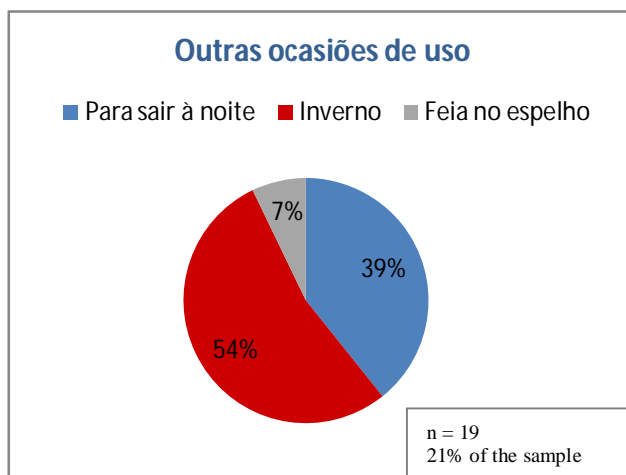


Fig. 4 – Para que ocasiões é que se maquilha? (Q.6. PART I)

Fig. 5 – Outras ocasiões de uso – Para que ocasiões é que se maquilha? (Q.6. PART I)



⇒ Consumers' loyalty to make-up brands

The majority of the interviewees state that they are not loyal to one specific make-up brand. Instead, they consider themselves loyal to more than one brand; their choice will depend on the product they are looking for and on the price.

Both qualitative and quantitative studies show that even though the majority of respondents know *Maybelline*, only one of them argues to be loyal to this brand.

Qualitative output: "...maquilhagem não, não sou fiel a uma só marca..." (Maybelline's Regular User, 22 years old)

"sim... Channel e a do blush que é a Estée Lauder" (Maybelline's Non-User, 23 years old)

"uso L'Oréal...basicamente L'Oréal e Maybelline...acho que são as que conjugam melhor a qualidade e o preço, são marcas em que eu confio...e tenho tido boas experiências, os produtos têm-me satisfeito por isso continuo..." (Maybelline's Regular User, 22 years old)

Quantitative output:

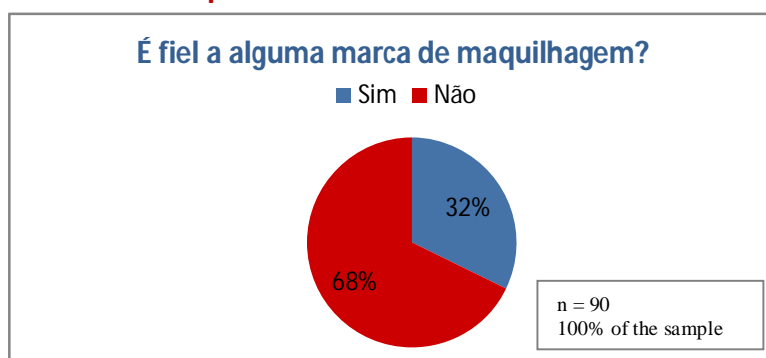


Fig. 6 – É fiel a alguma marca de maquilhagem? (Q.9. PART I)

⇒ What is taken into account when choosing and purchasing make-up products

Mostly, the interviewees (qualitative research) say that the brand behind the products, its quality and reliability are the most important features for the purchasing decision. Regarding the quantitative study, the respondents consider not only the quality, but also the natural effect, the price and the easy of usage as the most important characteristics.

About *Maybelline*, on this topic it has the advantage of being considered as an accessible brand (concerning prices), but it has a low perceived quality.

Qualitative output: "não consigo comprar marcas que não sejam conhecidas...já sei que são de confiança...só consigo comprar marcas boas e de qualidade" (Maybelline's Non-User, 23 years old)

"...tem que ser boa para a pele...saúdável" (Maybelline's Non-User, 18 years old)

“(Maybelline) Não tem a qualidade que eu associo à Clinique, por exemplo...vejo mais como divertida...mas não me transmite segurança” (Maybelline’s Non-User, 24 years old)

Quantitative output:

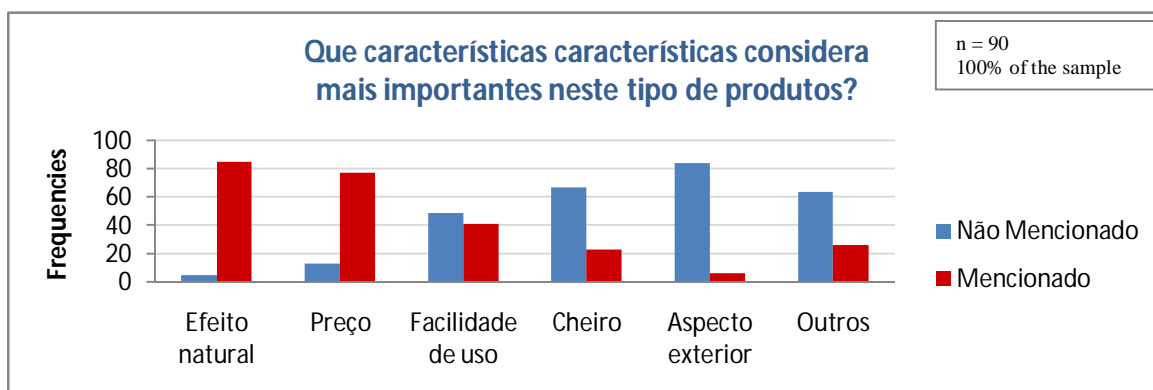


Fig. 7 – Quais as características que considera mais importantes neste tipo de produtos? (Q.4. PART I)

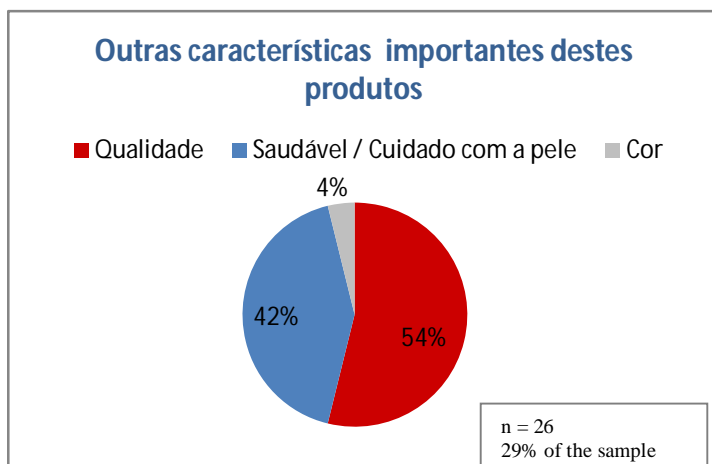


Fig. 8 – Outras características importantes – Quais as características que considera mais importantes neste tipo de produtos? (Q.4. PART I)

➤ Where consumers buy make-up, and why – distribution channels

The most mentioned places to buy make-up products were: *El Corte Inglés* and perfume stores. These are said to be the spaces where consumers can find more variety and also are the ones which they consider more trustworthy. According to the qualitative research, being only on the non-selective channel may represent a threat for *Maybelline*.

Qualitative output: "...no Corte Inglês ou nas perfumarias que também tem...acho que no Corte Inglês é onde tem mais variedade" (Maybelline’s Regular User, 22 years old)

“Não vou muito ao supermercado...não posso ver, nem escolher e no supermercado também nunca se sabe muito bem o que vamos comprar, porque estão sempre em embalagens fechadas e não dá para experimentar...” (Maybelline’s Non-User, 22 years old)

However, a significant number of the interviewees state that they also go to the hypermarkets to buy make-up products, and they consider it to be more accessible not only in terms of price, but also in what concerns availability.

Qualitative output: *“vou ao Corte Inglês e...supermercado também imenso...mais nada” (Maybelline’s Occasional User, 25 years old)*

“No hipermercado...só às vezes vou às perfumarias” (Maybelline’s Regular User, 22 years old)

Quantitative output:

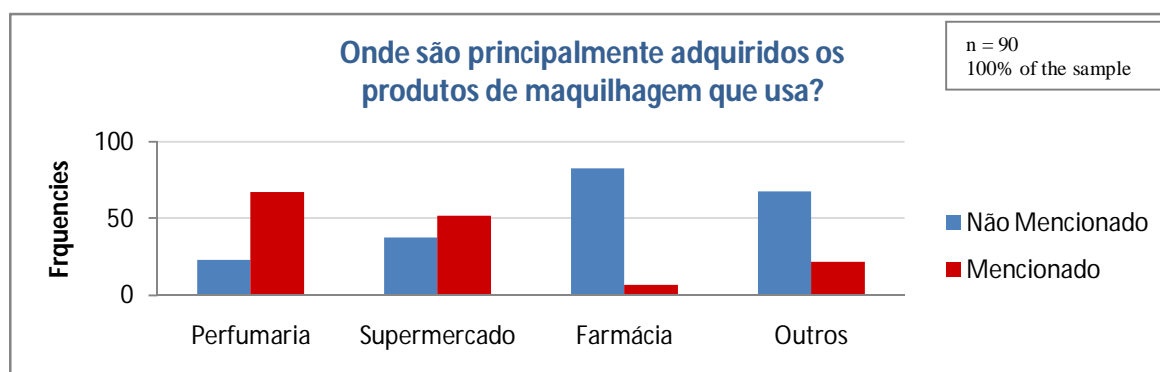


Fig. 9 – Onde são principalmente adquiridos os produtos de maquilhagem que usa? (Q.7. PART I)

⇒ When and how people buy make-up / how does the price influence the purchasing decision

Commonly, the respondents argue that the purchasing of make-up is not impulsive: people only buy it when they run out of a specific product. Moreover, the price is very important when deciding; consumers associate it very much with quality and therefore, they argue that they do not want to buy either too expensive, or too cheap.

On this topic, the qualitative study shows that *Maybelline NY* is considered to have an attractive price-quality relationship. Still, some respondents argue that its low price reflects the lower quality.

Qualitative output: *“só compro mesmo quando se acaba um produto” (Maybelline’s Non-User, 22 years old)*

“...maquilhagem normalmente é uma ponderação entre a qualidade e o preço...por exemplo não compro maquilhagem no chinês (muito barato)...vou comprar maquilhagem que eu sei que é adequada para a pele mas sem ser um preço de loucos” (Maybelline’s Regular User, 22 years old)

"Compro da Maybelline porque tem uma boa relação custo qualidade." (Maybelline's Regular User, 22 years old)

"...era incapaz de comprar uma maquilhagem L'Oréal...sei que a L'Oréal tem marcas mais caras e essas compro...mas era incapaz de comprar uma Maybelline" (Maybelline's Non-User, 23 years old)

Quantitative output: As showed previously, in **Fig.7**, a significant number of the respondents (77 out of 90) mention price as one of the most important characteristics when purchasing make-up. In addition, 14 of the respondents spontaneously mention quality as an important feature.

b) Understand how the brand Maybelline New York is perceived by its target – main objective is to understand the “relationship” between the brand and its target.

➤ Assess Brand Awareness of Maybelline NY

According to my research, both qualitative and quantitative, *Maybelline NY* has a strong awareness, mainly due to the strong impact of its TV ads, which make it one of the most recalled make-up brands.

Qualitative output: *"Os míticos anúncios da Maybelline de vernizes...com a sua modelo que não envelhece...uns de rimmel...as pestanas longuíssimas..."* (Maybelline's Non-User, 22 years old)

"sempre que penso em anúncios de maquilhagem lembro-me da Maybelline...acho que é a que investe mais em anúncios...penso em coisas exageradas, as pestanas enormes..." (Maybelline's Regular User, 22 years old)

Quantitative output:

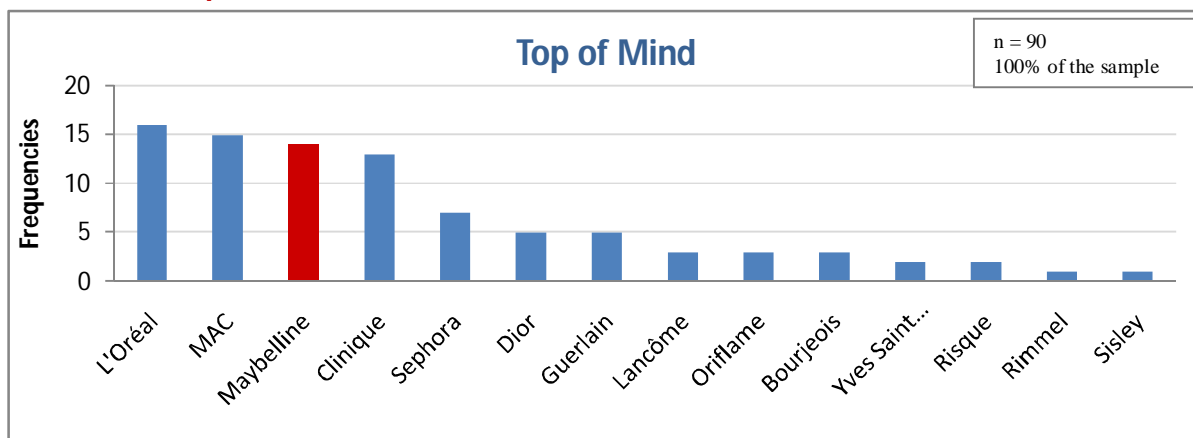


Fig. 10 – Que marcas de maquilhagem conhece? – Top of Mind (Q.1. PART II)

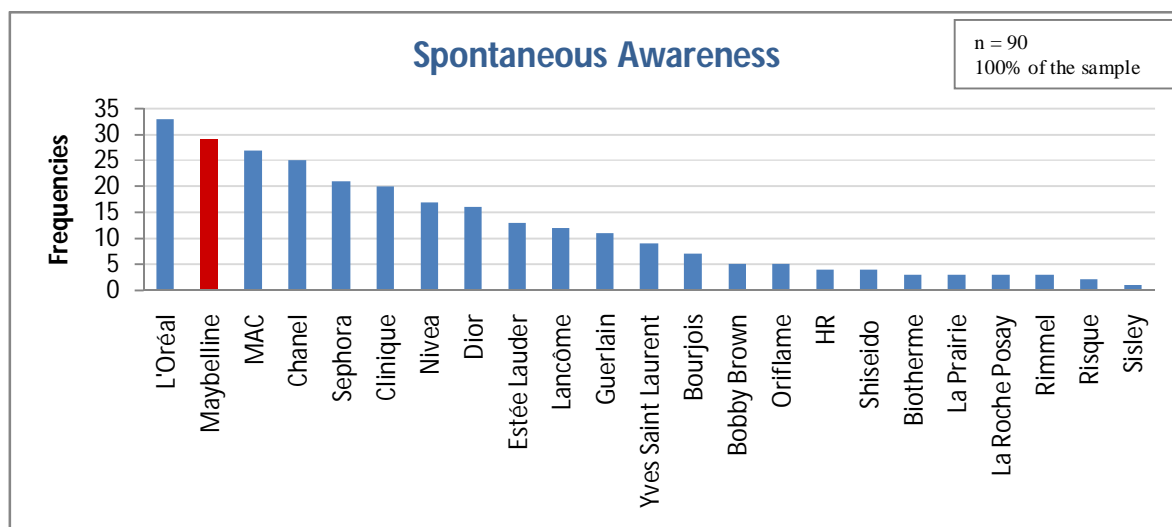


Fig. 11 – Que marcas de maquiagem conhece? – Spontaneous Awareness (Q.1. PART II)

o Analyze and evaluate the Brand Image of Maybelline according to the targets' perspective

According to the qualitative study, *Maybelline* is considered to be a very "American brand", it is said to be for younger people, and it is very much associated with "exaggeration". This brand is also considered to be accessible, but this idea of lower prices also leads to a lower perceived quality. The quantitative study came to prove some of these results.

Qualitative output: "é muito americana...muito citadina" (Maybelline's Non-User, 26 anos)

"Jovens excêntricas...com pouco poder de compra, vaidosas que gostam imenso de maquihar-se" (Maybelline's Non-User, 31 years old)

"acho que é para pessoas mais jovens, que ainda não têm orçamento para comprar assim produtos de maquiagem mais caros...e que gostam de andar sempre bem arranjadas..." (Maybelline's Regular User, 22 years old)

"...marca acessível, moderna e versátil" (Maybelline's Non-User, 24 years old)

"não tem muita qualidade...porque associo a plástico cheio de cores" (Maybelline's Non-User, 31 years old)

Quantitative output: (Q.3. PART II)

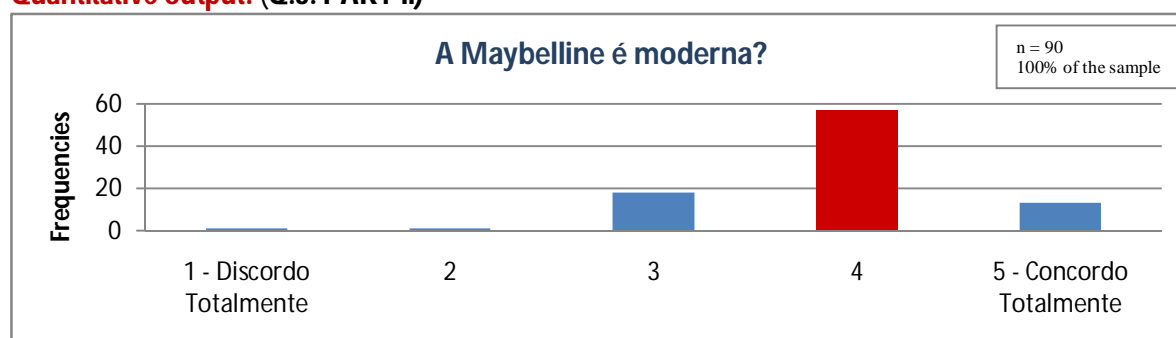


Fig. 12 – Maybelline é Moderna?

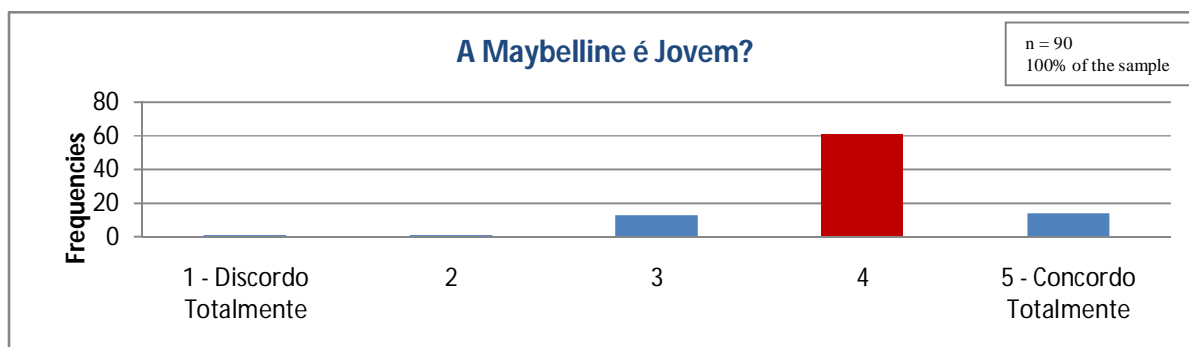


Fig. 13 – Maybelline é Jovem?

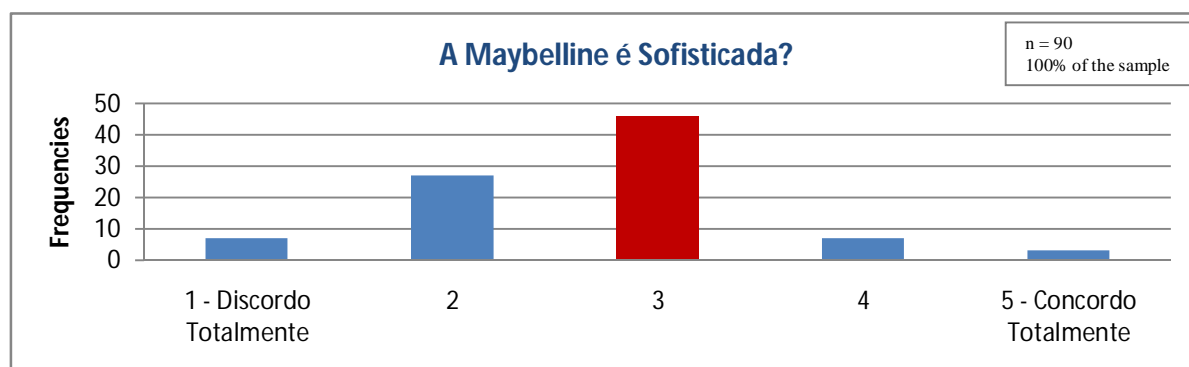


Fig. 14 – Maybelline é Sofisticada?

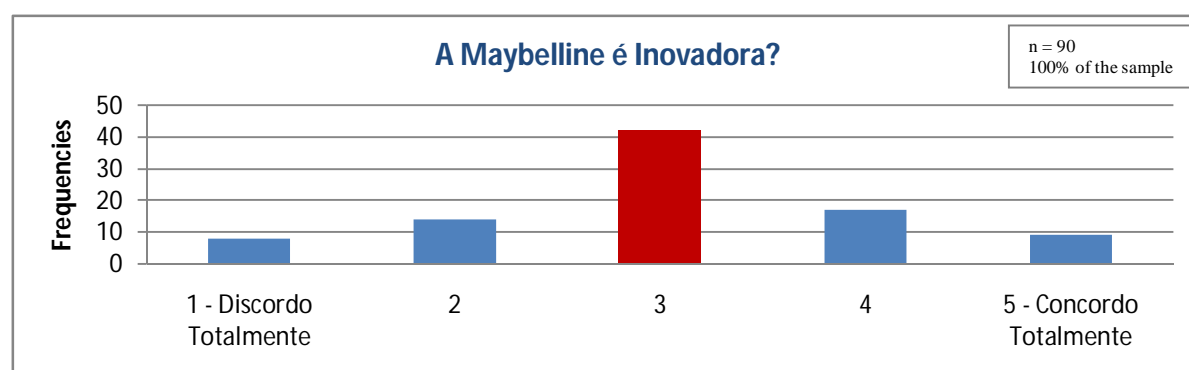


Fig. 15 – Maybelline é Inovadora?

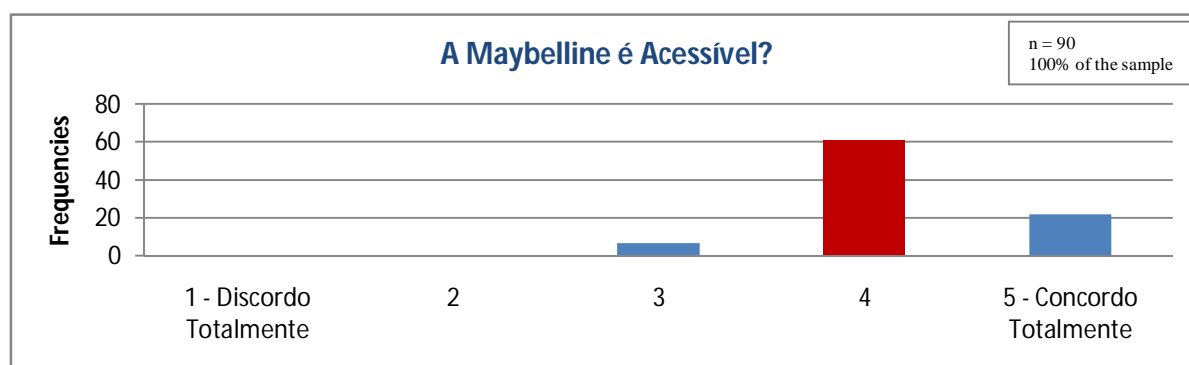


Fig. 16 – Maybelline é Acessível?

⇒ Reasons for buying / using Maybelline NY

The users of *Maybelline*, state the quality-price relationship as the main reason for buying and using it.

Qualitative output: *“porque...a conciliação que fazem entre a qualidade e o preço...porque não me têm desiludido os produtos e não são assim tão caros!”* (Maybelline's Regular User, 22 years old)

⇒ Consumers' perceptions and opinions on the brand (strengths and weaknesses)

According to my qualitative study, the respondents consider as *Maybelline's* strengths the wide range of products with attractive prices and also they believe this brand has very strong ads. As weaknesses, they recognize the fact of being only sold in the supermarkets and also they say that this brand is not directed to the Portuguese women.

Qualitative output: *“O que eu gosto mais na Maybelline é o preço...é sobretudo pelo preço que compro...e porque tem uma variedade considerável”* (Maybelline's Regular User, 22 years old)

“Mesmo sem ter usado, os anúncios deixaram em mim uma marca...por isso são bons” (Maybelline's Non-User, 22 years old)

“Os anúncios eu gosto...são giros, são bons!” (Maybelline's Occasional User, 25 years old)

“Comparando com as outras...sei lá, tem a desvantagem de só estar no supermecado...não se pode experimentar” (Maybelline's Regular User, 22 years old)

“...devia ser mais direccionada para as pessoas portuguesas...” (Maybelline's Regular User, 22 years old)

B.3.3.2. Explore possible Brand Extensions

The main objective is to understand which brand extensions could add value not only to *Maybelline NY* but also to its targets.

⇒ What new products (or even services) the brand may be able offer to its targets (which are the opportunities available?) – Brand's perspective

According to *Maybelline's* Brand Manager, this brand has a very strong ability to stretch:

“...our brand has a considerable ability to stretch, we started with eye products, and now we have everything that is make-up...I'm not thinking about launching a perfume, but we could launch beauty products...treatment...”

- ⇒ Understand what the target feels is missing to the brand (new products/services they would like to find, which ones they think that fit to this particular brand) – Targets' perspective

Through the qualitative analysis I found out that respondents believe that *Maybelline*, besides selling all make-up related products, could extend its product range to treatment products, mainly the ones related to facial treatment.

Qualitative output: *"Um creme hidratante podemos incluir...creme de rosto...esfoliante... antes de nos maquilharmos devíamos pôr creme para preparar a pele"* (*Maybelline's* Non-User, 22 years old)
"creme para a cara...é que associo muito a Maybelline à cara" (*Maybelline's* Regular User, 22 years old)

B.4. Conclusions and Recommendations

The main **conclusions** of this project were:

- ⇒ *Maybelline NY* has a very **strong awareness**, mainly due to the strong impact of its TV ads. Both users and non-users of *Maybelline* remember (spontaneously) its ads, making it one of the most recalled make-up brands.
- ⇒ However, *Maybelline NY* has a relatively **poor image in Portugal**. The respondents mention that the factors leading to this judgment are especially: the **low price** and the fact that it is **only sold in the hypermarkets**, which leads to a **low perceived quality**. In addition, the fact that everything in this **brand is so exaggerated** that they find it difficult to believe and, also, they get the feeling that the brand is not adequate for them.
- ⇒ As mentioned in the previous topic, an important conclusion is that the majority of the respondents **do not recognize themselves in this brand** – the brand is never for them, and they don't know who it is for. Even though they remember the ads and they recognize the brand *Maybelline*, they consider that it has *"too much colours, too much plastic and too much make-up..."*, and therefore it is **not directed to them or to Portuguese women**.

- ➔ **Besides all make-up-related products**, the respondents believe that *Maybelline NY* could mainly **extend to treatment products**, especially face treatment products. This brand is only associated with make-up and, therefore, the respondents strongly connect *Maybelline* with facial products.

Regarding these conclusions, my **recommendations** for *Maybelline NY* are the following:

- ➔ As brand awareness is already very strong, *Maybelline NY* should now **focus on its perceived image by the Portuguese targets**. In practical terms, this means being more directed / close to Portuguese women. Even though this is an international brand, it should follow a “*Glocal*” strategy, meaning that the local features of each country should always be taken into account, and, according to my research, in Portugal this aspect gains even more importance. Thus, some of the communication / advertisement should be adapted to this particular market and, this demands taking into consideration that Portuguese women are more discrete and do not have well-defined make-up habits.
- ➔ Then, other actions should be taken in order to **strengthen the brand in Portugal**. I suggest:
 - ✓ **Keep on innovating**, focusing on what they call “*star products*” because these are the ones that *Maybelline*’s targets like the most and also the ones in which they already trust.
 - ✓ **Invest in Points of Sales**, because the respondents feel they are unattractive / disorganized, and these characteristics lead to a negative image for the brand. Thus, creating a cleaner, more organized / practical and attractive environment in the POS would improve brand image.
 - ✓ **Promote the brand / products in the POS**, it would be useful to have someone in the POS who could explain the products’ features, provide testers and advice consumers. This could take place one / two days per month, and would solve two problems: test the products and instruct people on what to use, and how to use it. Additionally, *Maybelline* could offer **make-up classes and workshops**, to create a stronger relationship with consumers making them more loyal. Also, this would result in a better education for the Portuguese consumers in what concerns make-up usage.

- ✓ **Participate in some events**, for example fashion shows, in order to make the brand more visible and more trustworthy (this is what happens with *L'Oréal Paris*).
- ✓ *Maybelline NY* should **follow a Product Development Strategy**. As mentioned before it should keep innovating in its "star products" (e.g. same product with a new feature or new colour) because these are the most preferred by the targets. Nevertheless, new products and services should be launched as well. I would suggest: Make-up tools; Make-up Classes / Advice / Workshops; and Treatment products (especially facial treatment products).

C. QUESTIONS FOR FURTHER PROJECTS AND PROJECT LIMITATIONS

The main **limitations** of this project lead to possible interesting **questions to explore in the future**:

Defining the target of *Maybelline NY*. In the beginning of my project I've spent too much time trying to find out who were the regular users of this brand. As this was a very difficult task, I had to use an Observation Technique which was not planned at the beginning. Although it helped, the answer to this question is not completely clear yet. Therefore, it would be useful to explore it in a more detailed way.

Choosing the theoretical support. As this work is inserted in the Brand Management Course, I've decided to use mainly the framework presented in the context of this Course. However, there are many alternatives that can be developed when talking about Brand Growth, even though I have tried to go through many of them, it is possible that some topics remain unexplored. Thus, it would be interesting to develop this very same work, but using a different model / theory.

Crisis. As we are living in a period of crisis, not only the standards of consumption (especially in this type of products) may be very different, but also the answers of people regarding it may also be very different. As a result, it would be interesting to conduct the same study in a regular economical situation to compare the results and get some more insight on this market.

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F. APPENDICES

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Appendix 1 – Brand Equity Concepts

<i>Kevin L.Keller</i> <i>CBBE: Customer-Based Brand Equity</i>	“The differential effect that Brand knowledge has on consumer response to the Marketing of that Brand”
<i>David. A. Aaker</i>	“Set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers.”

Appendix 2 – Interview Guide

(To be translated in the language selected for the interview)

1. Pre–Recruitment–Questionnaire (Recruitment Filters)

Filter 1: Age Quota (15 - 39)

- 50% → 15 – 22

- 50% → 23 – 39

Yes: Proceed to interview

No: Stop interview

Filter 2: Make-up usage quota

Do you use make-up at least once a week?

Yes: Proceed to interview

No: Stop interview

Filter 3: 100% awareness of the brand Maybelline

(Show the list of Cosmetic Brands – which Brands do you know, at least the name?)

Filter 4: Usage Quota (From this list, which Brands have you used at least once?)

- 50% should use Maybelline products

- 50% should use other Brands (including: make-up, perfumes and treatment products)

2. Guiding Principles

- **Warm up:** Good Morning/Evening, I am a student at Faculdade de Economia da Universidade Nova de Lisboa and I'm conducting a study about cosmetics. I will not ask you specific questions about the subject as in a standard questionnaire, this means that you will

be free to tell me whatever comes to your mind on the subject... If you don't mind, I will record the interview. This interview will last approximately 45 minutes. May we start?

3. Projective Technique

Association Technique: I am going to tell you a list of words, and I would like you to tell me the first thing that comes to your mind when I say them, you can say anything...

→ Woman, table, New York, television, city, hot, confident, active, drink, urban, beautiful, box, make-up, relax, mirror, pencil, sexy, youthful, clothes, perfume

4. Initial Question:

Could you tell me which was the last time you bought a make-up product? Do you mind describing me that purchasing?

5. Topics to be Developed

- **Consumer Behaviour** (Regarding make-up)
 - Frequency of usage
 - Occasions of consumption
 - Make-up products used – Compare the “day-to-day” make-up with the “night make-up”
 - Reasons – Feelings associated
 - Important features of make-up brands
 - Make-up brands loyalty

- **Purchasing Behaviour** (Regarding make-up)
 - Who buys make-up – person itself or offer
 - When – Impulsive or planned purchasing
 - Make-up in a supermarket
 - Choose between different brands of make-up
 - Opinion on “low cost” make-up
- **Consumers’ Behaviour Regarding Distribution** (Regarding make-up)
 - Where to go to buy make-up
 - Opinions on the methods used in the stores
 - Important characteristics of a make-up store
- **Additional Questions** (Regarding make-up)
 - Make-up brands used/tried before
 - Important characteristics of a make-up brand – “complete” brand
 - Advertising campaigns of make-up
 - **Projective Technique:**
 - **Expressive Technique:** Can you imagine having your own make-up brand? How different would it be from the other brands? – Products, prices, packaging...
 - Make-up brands in general – forgetting to offer something to its consumers

- **Additional Questions** (Regarding beauty products and brands in general – try to “focus” on perfumes and treatment products)
 - **Initial Question:** Can I ask you which beauty products are you using now? Why?
(Perfumes, Treatment products...)
 - **Consumer Behaviour**
 - Reasons of usage – feelings, needs...
 - Occasions and Frequency of usage
 - Important features of those products
 - Brand loyalty
 - When buy these products – Impulsive or planned
 - Where to go to buy cosmetics/beauty products in general
 - Do you buy your own perfumes or are they offered to you?
 - Perfume in a supermarket
 - Choose between different brands of perfumes
 - Low-priced brand of perfume

6. Maybelline New York

- MAYBELLINE – first things that come to targets’ minds
- Awareness on the brand
 - Products
 - Targets
 - Where is sold / where people see it
- Usage of Maybelline

- Products used and opinions
- Reasons for using (not using)
- Frequency
- Strengths and weaknesses of Maybelline NY – compare with other make-up brands
- Competitors
- Opinions on people that use Maybelline's products
- Other products that Maybelline could have
 - Maybelline launching a perfume – which perfume, for whom...
 - Maybelline launching treatment products – which products, for whom...
- Alternatives to increase sales of the brand – explore if targets feel the brand is forgetting something
- Advertising from Maybelline

Note: Ask the respondent with what frequency do they watch TV, read magazines, listen to radio, surf the internet.

7. Respondent Profile

- Age
- Gender
- Occupation
- Area of Residence
- Cosmetics Purchasing Frequency
- Make-up Usage/Purchasing Frequency

List of Cosmetic Brands



Appendix 3 – Qualitative Results

NOTE: In the Qualitative Results I am dividing consumers into three groups: 1) Maybelline's **Regular Users**, 2) Maybelline's **Occasional Users**, and 3) Maybelline's **Non-Users**.

Consumers' Behaviour – Make-up

- “Para ficar com melhor cara, para me sentir mais gira e para ficar mais queimada”
(Occasional User, 25 years old)
- “...disfarçar imperfeições...noites mal dormidas” (Regular User, 22 years old)
- “Ponho todos os dias...quando saio de manhã e se for sair à noite a maquilhagem é diferente” (Regular User, 22 years old)
- “Todos os dias só blush castanho...(à noite) ponho lápis, rimmel, sombra, baton...à noite carrego mais no castanho e é completamente diferente...” (Occasional User, 25 years old)
- “Uso todos os dias no Inverno...no Verão não” (Non-User, 18 years old)
- “sim...Channel e a do blush que é a Estée Lauder” (Non-User, 23 years old)
- “uso L'Oréal...basicamente L'Oréal e Maybelline...acho que são as que conjugam melhor a qualidade e o preço, são marcas em que eu confio...e tenho tido boas experiências, os produtos têm-me satisfeito por isso continuo...” (Regular User, 22 years old)
- “não consigo comprar marcas que não sejam conhecidas...já sei que são de confiança...só consigo comprar marcas boas e de qualidade” (Non-User, 23 years old)
- “...tem que ser boa para a pele...saudável” (Non-User, 18 years old)

- “Compro normalmente maquilhagem melhor e que dure mais, mas que não seja muito cara” (Regular User, 22 years old)
- “só compro mesmo quando se acaba um produto” (Non-User, 22 years old)
- “...maquilhagem normalmente é uma ponderação entre a qualidade e o preço...por exemplo não compro maquilhagem no chinês (muito barato)...vou comprar maquilhagem que eu sei que é adequada para a pele mas sem ser um preço de loucos” (Regular User, 22 years old)
- “...no Corte Inglês ou nas perfumarias que também tem...acho que no Corte Inglês é onde tem mais variedade” (Regular User, 22 years old)
- “vou ao Corte Inglês e...supermercado também imenso...mais nada” (Occasional User, 25 years old)
- “no hipermercado...só às vezes vou às perfumarias” (Regular User, 22 years old)
- “Não tem problema comprar maquilhagem no supermercado...mas coisas que já experimentei antes, porque ali se fosse experimentar não dava” (Regular User, 22 years old)
- “Não vou muito ao supermercado...quando vou não vou a essa parte...não posso ver nem escolher...nunca se sabe muito bem o que vamos comprar porque são sempre embalagens fechadas e não dá para experimentar” (Non-User, 22 years old)
- “Numa loja, primeiro eu vou às marcas que conheço depois depende do produto...há coisas que têm de ser boas para a pele” (Non-User, 18 years old)
- “Tem que ser boa para peles oleosas...e também por causa das borbulhas” (Regular User, 17 years old)
- (Loja de maquilhagem) “Ter variedade, ter uma pessoa que saiba do assunto, tipos de pele...que possa ajudar” (Regular User, 22 years old)

- (Loja de maquilhagem) “Isso tem mesmo de ter uma pessoa...e que saiba dizer e ajudar...oferecer amostras para experimentar primeiro...é um produto caro...não quero errar” (Non-User, 23 years old)
- “Não vejo as marcas de maquilhagem a darem amostras, ofertas ou miniaturas...para experimentar...são coisas caras” (Regular User, 22 years old)

Maybelline New York

- “Maybelline? Anúncios na televisão...muitos!” (Regular User, 22 years old)
- “Sei...e conheço...vende produtos de maquilhagem...bases, correctores, tem rimeis...” (Regular User, 22 years old)
- “Nem sei se já usei, sei que agora não tenho” (Non-User, 24 years old)
- “São produtos de todos os dias...como são coisas baratas normalmente é para todos os dias para sair de casa” (Regular User, 22 years old)
- “As minhas amigas usam todas. Se quiseres gastar dinheiro em maquilhagem, é acessível” (Non-User, 18 years old)
- “Não sei, nem sei onde é que se vende...mas deve ser no supermercado” (Non-User, 31 years old)
- “Associo a plástico cheio de cores” (Non-User, 31 years old)
- “Os míticos anúncios da Maybelline de vernizes...com a sua modelo que não envelhece...uns de rimmel...as pestanas longuíssimas...” (Non-User, 22 years old)
- “sempre que penso em anúncios de maquilhagem lembro-me da Maybelline...acho que é a que investe mais em anúncios...penso em coisas exageradas, as pestanas enormes...” (Regular User, 22 years old)
- “é muito americana...muito cidadina” (Non-User, 26 anos)

- “Jovens excêntricas...com pouco poder de compra, vaidosas que gostam imenso de maquilhar-se” (Non-User, 31 years old)
- “acho que é para pessoas mais jovens, que ainda não têm orçamento para comprar assim produtos de maquilhagem mais caros...e que gostam de andar sempre bem arranjadas...” (Regular User, 22 years old)
- “...marca acessível, moderna e versátil” (Non-User, 24 years old)
- “não tem muita qualidade...porque associo a plástico cheio de cores” (Non-User, 31 years old)
- “porque...a conciliação que fazem entre a qualidade e o preço...porque não me têm desiludido os produtos e não são assim tão caros!” (Regular User, 22 years old)
- “O que eu gosto mais na Maybelline é o preço...é sobretudo pelo preço que compro...e porque tem uma variedade considerável” (Regular User, 22 years old)
- “Mesmo sem ter usado, os anúncios deixaram em mim uma marca...por isso são bons” (Non-User, 22 years old)
- “Os anúncios eu gosto...são giros, são bons!” (Occasional User, 25 years old)
- “Comparando com as outras...sei lá, tem a desvantagem de só estar no supermercado...não se pode experimentar” (Regular User, 22 years old)
- “Se calhar devia ser mais direccionada para as pessoas portuguesas...” (Regular User, 22 years old)
- (Concorrentes) “A L’Oréal, a Bourjois e depois...as da Sephora, a Nívea também” (Non-User, 18 years old)
- “Penso que são pessoas da minha idade ou mais velhas que não têm possibilidade de comprar das marcas mais caras” (Regular User, 22 years old)

- “Acho que nunca experimentei...nunca me chamou muito a atenção...lembro-me de ver os anúncios e isso mas nunca achava que fossem para mim” (Non-User, 22 years old)
- “Eu vejo a Maybelline na televisão...mas depois não vejo ninguém que use, não conheço ninguém que use” (Non-User, 22 years old)

Maybelline NY – Extensions

- “Maquilhagem, tudo!” (Regular User, 22 years old)
- “Um creme hidratante podemos incluir...creme de rosto...aquelas coisas de olhos, esfoliante...antes de nos maquilharmos devíamos por creme para preparar a pele” (Non-User, 22 year old)
- “Cremes...a maquilhagem por si é muito frágil, antes de pões uma base metes um creme” (Non-User, 28 years old)
- “Tou a ver acetona pai” (Non-User, 23 years old)
- “Toalhitas desmaquilhantes...a Nívea tem” (Non-User, 24 years old)
- “Não sei...coisas para o cabelo...cremes” (Non-User, 31 years old)
- “Não conheço a marca o suficiente...sei lá, sabonetes... gel de banho” (Non-User, 18 years old)
- “creme para a cara...é que associo muito a Maybelline à cara” (Regular User, 22 years old)

Appendix 4 – Questionnaire

QUESTIONÁRIO N.º |_|_|_|

Bom dia / tarde, sou estudante da *Faculdade de Economia da Universidade Nova de Lisboa* e estou a conduzir uma pesquisa acerca do comportamento das consumidoras relativamente a maquilhagem. Importa-se de responder a um pequeno questionário? Vai demorar aproximadamente 15 minutos.

FILTROS

Filtro 1: 100% Mulheres

Filtro 2: Tem entre 15 e 39 anos?

Sim (1) (Continuar a entrevista)

Não (2) (Fim de entrevista)

Filtro 3: Usa maquilhagem pelo menos uma vez por semana?

Sim (1) (Começar entrevista)

Não (2) (Fim de entrevista)

PARTE I: CONSUMIDOR / MAQUILHAGEM – HÁBITOS / PRODUTOS

Q.1. Importa-se de me dizer que importância dá à sua imagem numa **escala de 1 (nada importante) a 5 (muito importante)**?

(1)	(2)	(3)	(4)	(5)
Nada Importante				Muito Importante

Q.2. Quais são as principais razões para usar maquilhagem? (Ler opções e **assinalar até 2 respostas**)

- a) Disfarçar imperfeições ☐
- b) Realçar atributos ☐
- c) Sentir-se mais bonita ☐
- d) Chamar a atenção ☐
- e) Outros ☐ Quais? _____

Q.3. Que tipo de produtos utiliza? (Ler opções e **assinalar todas as respostas desejadas**)

- a) Base ☐
- b) Corrector ☐
- c) Mascara ☐
- d) Verniz ☐
- e) Baton/gloss ☐
- f) Outros ☐ Quais? _____

Q.4. Quais características que considera mais importantes neste tipo de produtos? (Ler opções e **assinalar até 3 respostas**)

- a) Efeito natural ☐
- b) Cheiro ☐
- c) Facilidade de uso ☐
- d) Preço ☐
- e) Aspecto exterior (embalagem...) ☐

f) Outros ☐ Quais? _____

Q.5. Com que frequência usa maquilhagem?

a) 1 vez por semana ☐

b) 2 a 4 vezes por semana ☐

c) Mais do que 4 vezes por semana ☐

d) Todos os dias ☐

Q.6. Para que ocasiões é que se maquilha (Ler opções e **assinalar todas as respostas desejadas**)

a) Para o dia a dia ☐

b) Para ir trabalhar / escola / faculdade ☐

c) Para uma ocasião especial ☐

d) Outros ☐ Quais? _____

Q.7. Onde são principalmente adquiridos os produtos de maquilhagem que usa? (Ler opções e **assinalar todas as respostas desejadas**)

a) Supermercado ☐

b) Farmácia ☐

c) Perfumarias ☐

d) Outros ☐ Quais? _____

Q.8. Que factores é que influenciam a sua escolha de maquilhagem? (Ler opções e **assinalar todas as respostas desejadas**)

- a) Conselho de amigas/familiares ☐
- b) Anúncios (TV, outdoors...) ☐
- c) Aconselhamento na loja ☐
- d) Outros ☐ Quais? _____

Q.9. É fiel a alguma marca de maquilhagem?

- a) Sim ☐ Qual? _____
- b) Não ☐

PARTE II: MARCAS DE MAQUILHAGEM

Q.1. Que marcas de maquilhagem conhece? (Referir as 3 marcas que se lembra primeiro)

- 1)
- 2)
- 3)

Q.2. Que marcas de maquilhagem usa? _____

Q.3. Vou agora mostrar-lhe uma embalagem da *Maybelline New York*. Diga-me, por favor, numa escala de 1 (discordo totalmente) a 5 (concordo totalmente), se concorda que a *Maybelline New York* é: (Mostrar Embalagem)

	Discordo Totalmente			Concordo Totalmente	
a) Moderna	(1)	(2)	(3)	(4)	(5)
b) Jovem	(1)	(2)	(3)	(4)	(5)
c) Sofisticada	(1)	(2)	(3)	(4)	(5)
d) Inovadora	(1)	(2)	(3)	(4)	(5)
e) Acessível	(1)	(2)	(3)	(4)	(5)

Q.4. Já conhecia a marca *Maybelline New York*?

Sim ☐ (passar para a Q.5.)

Não ☐ (passar para a Q.7.)

Q.5. Como teve conhecimento da marca Maybelline?

a) Revistas ☐

b) Amigos ou conhecidos ☐

c) Familiares ☐

d) No site da marca ☐

e) Na televisão ☐

f) Outro ☐ Quais? _____

Q.6. Já experimentou ou usou algum produto da Maybelline?

Sim ☐

Não ☐ (passar para a parte III)

Q.7. Qual a sua opinião sobre esse produto numa escala de 1 (muito mau) a 5 (muito bom)?

(1)	(2)	(3)	(4)	(5)
Muito mau				Muito bom

PARTE III: PERFIL DO RESPONDENTE

Q.1- Importa-se de me dizer qual a sua idade?

Q.2- Importa-se de me dizer qual a sua profissão?

Q.3. – Importa-se de me dizer a sua área de residência?

Muito obrigada pela sua colaboração

MAYBELLINE NEW YORK



Appendix 5 – Quantitative Outputs

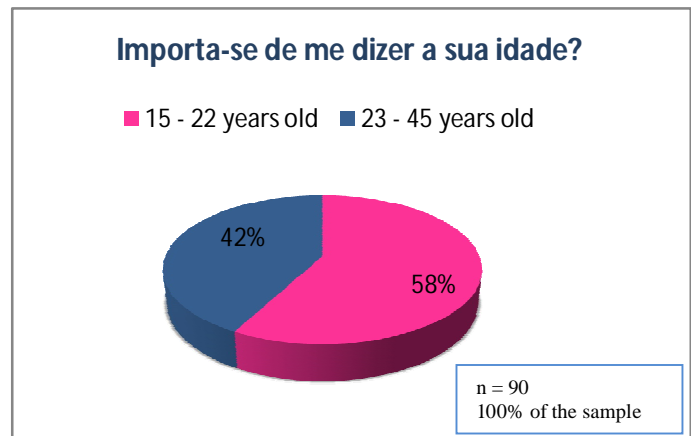
PART III) Interviewees Profile

n = 90
100% Female Consumers
100% use make-up at least once a week

Número de Entrevistados	97
Válidos	90
Não Válidos	7

Q.1- Importa-se de me dizer qual a sua idade?

Respondents Age	
15 - 22 years old	52
23 - 45 years old	38
n =	90



Q.2- Importa-se de me dizer qual a sua profissão?

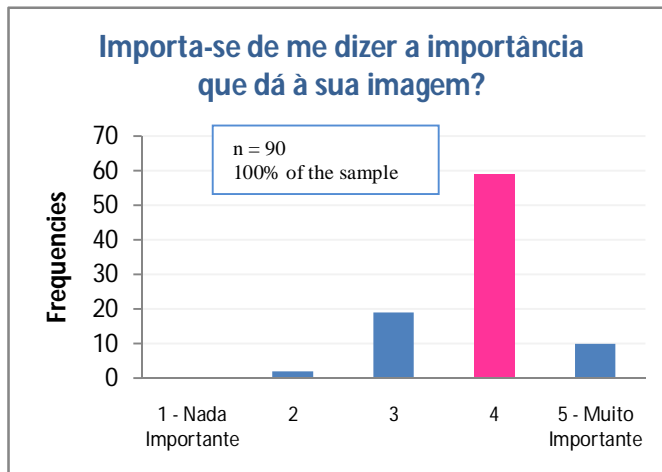
Respondents Occupation	
Estudante	49
Trabalhadora por conta de outrem	33
Trabalhadora por conta própria	8
n =	90



PART I) Consumer – Make-up Habits and Products

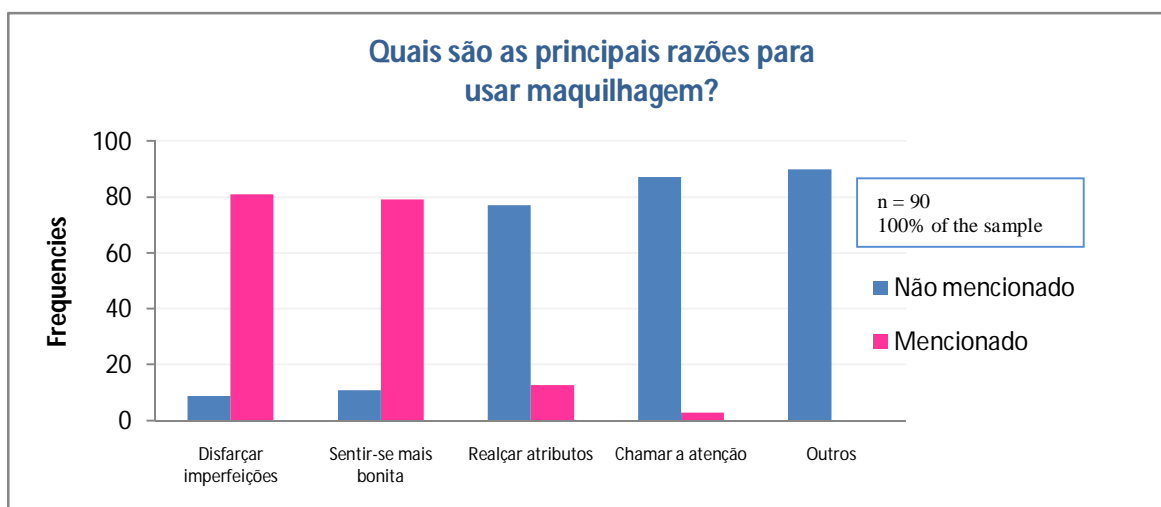
Q.1. Importa-se de me dizer que importância dá à sua imagem numa **escala de 1 (nada importante) a 5 (muito importante)**?

Importance of Personal Image	
1 - Nada Importante	0
2	2
3	19
4	59
5 - Muito Importante	10
n = 90	



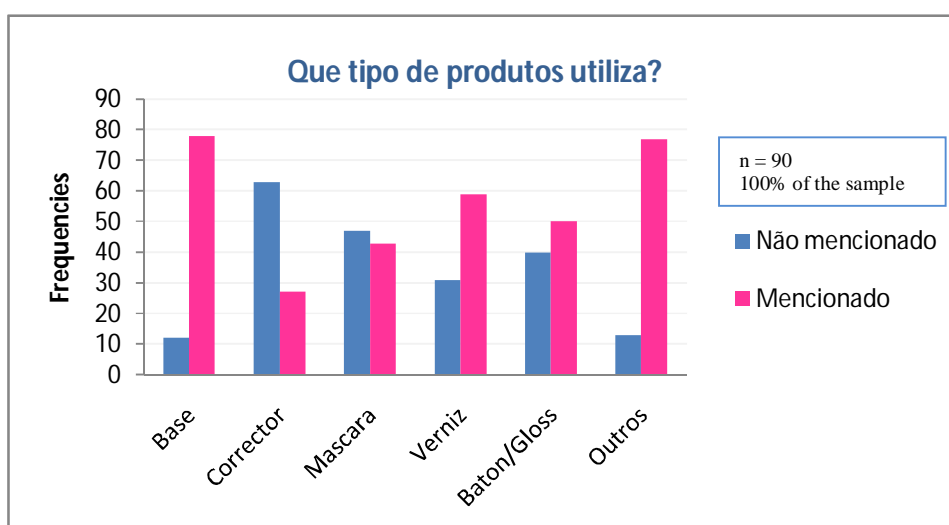
Q.2. Quais são as principais razões para usar maquilhagem? (Ler opções e **assinalar até 2 respostas**)

Main Reasons for Using Make-up			
	Não mencionado	Mencionado	n
Disfarçar imperfeições	9	81	90
Sentir-se mais bonita	11	79	90
Realçar atributos	77	13	90
Chamar a atenção	87	3	90
Outros	90	0	90

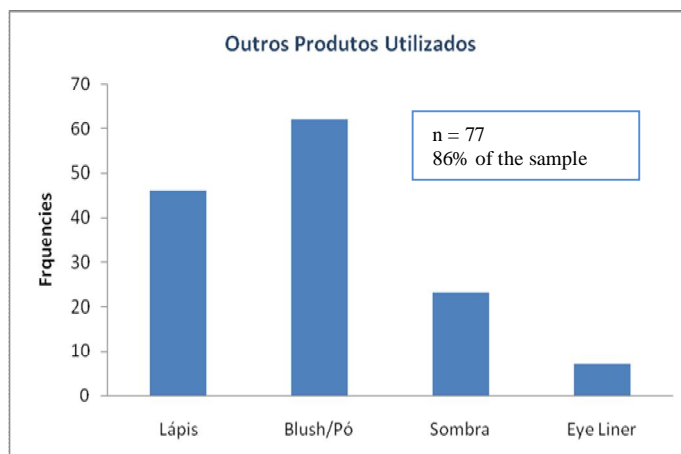


Q.3. Que tipo de produtos utiliza? (Ler opções e assinalar todas as respostas desejadas)

Products Used			
	Não mencionado	Mencionado	n
Base	12	78	90
Corrector	63	27	90
Mascara	47	43	90
Verniz	31	59	90
Baton/Gloss	40	50	90
Outros	13	77	90

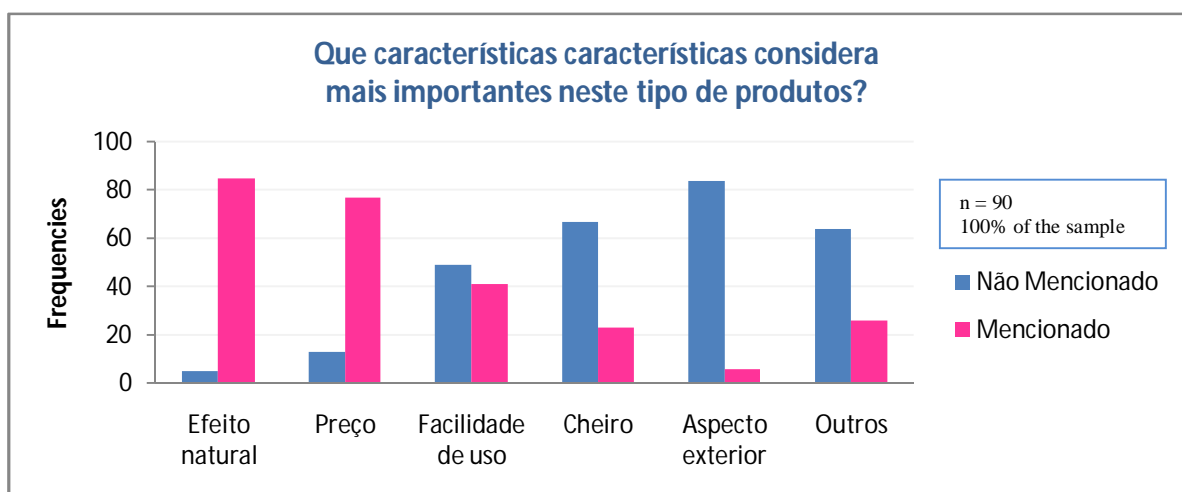


Outros	
Lápis	46
Blush/Pó	62
Sombra	23
Eye Liner	7

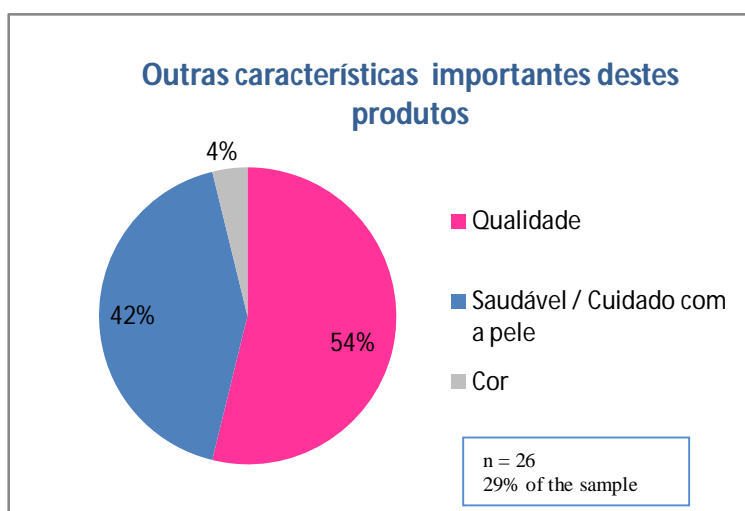


Q.4. Quais características que considera mais importantes neste tipo de produtos? (Ler opções e **assinalar até 3 respostas**)

Most Important Characteristics of Make-up Products			
	Não Mencionado	Mencionado	n
Efeito natural	5	85	90
Preço	13	77	90
Facilidade de uso	49	41	90
Cheiro	67	23	90
Aspecto exterior	84	6	90
Outros	64	26	90

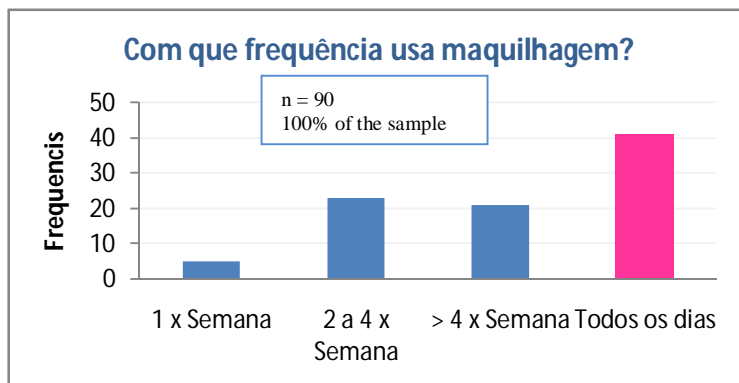


Outros	
Qualidade	14
Saudável / Cuidado com a pele	11
Cor	1



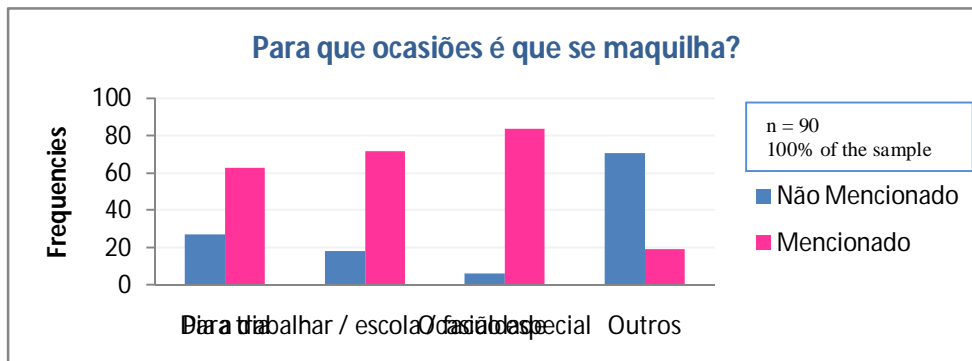
Q.5. Com que frequência usa maquilhagem?

Frequency of Usage	
1 x Semana	5
2 a 4 x Semana	23
> 4 x Semana	21
Todos os dias	41
n = 90	

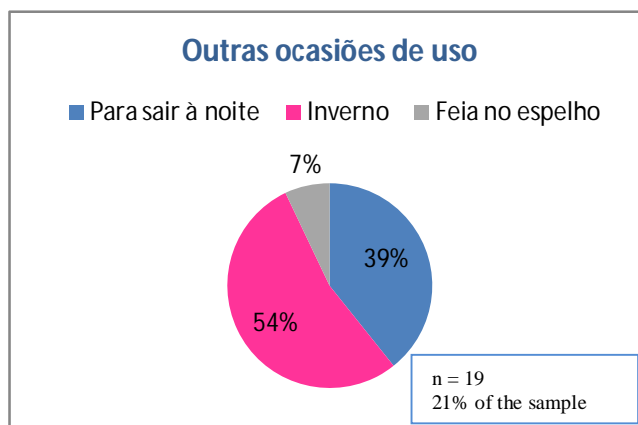


Q.6. Para que ocasiões é que se maquilha (Ler opções e assinalar todas as respostas desejadas)

Occasions of Usage			
	Não Mencionado	Mencionado	n
Dia a dia	27	63	90
Para trabalhar / escola / faculdade	18	72	90
Ocasião especial	6	84	90
Outros	71	19	90

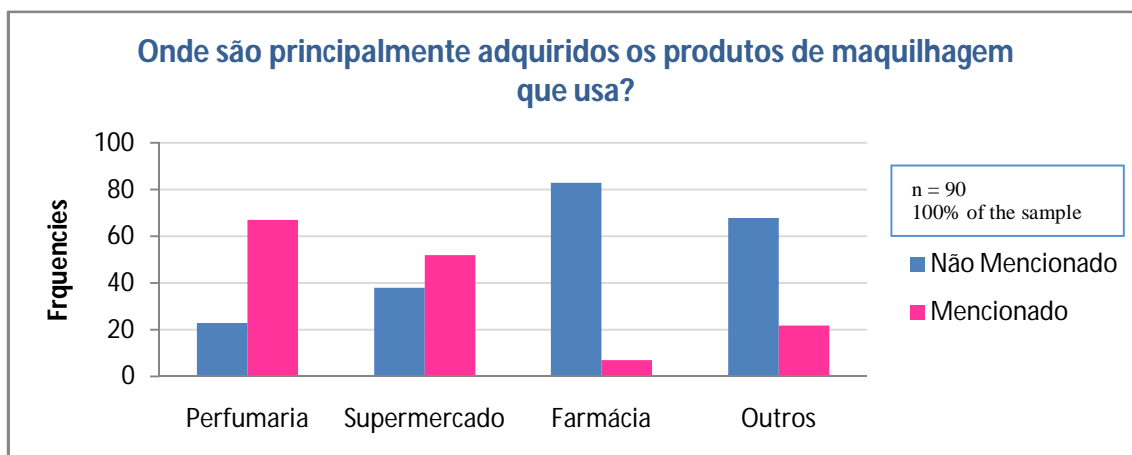


Outros	
Para sair à noite	11
Inverno	15
Feia no espelho	2



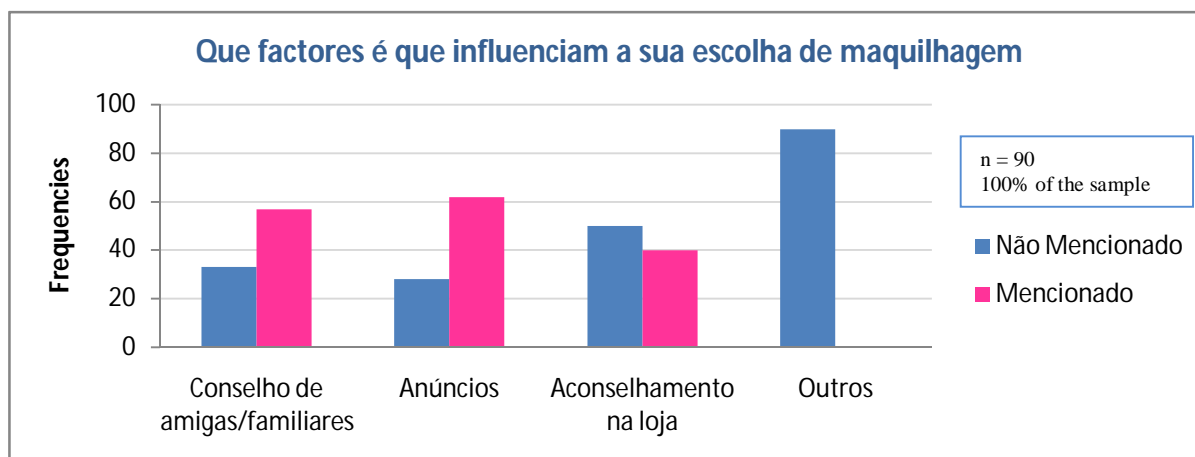
Q.7. Onde são principalmente adquiridos os produtos de maquilhagem que usa? (Ler opções e assinalar todas as respostas desejadas)

Places of purchasing			
	Não Mencionado	Mencionado	n
Perfumaria	23	67	90
Supermercado	38	52	90
Farmácia	83	7	90
Outros	68	22	90



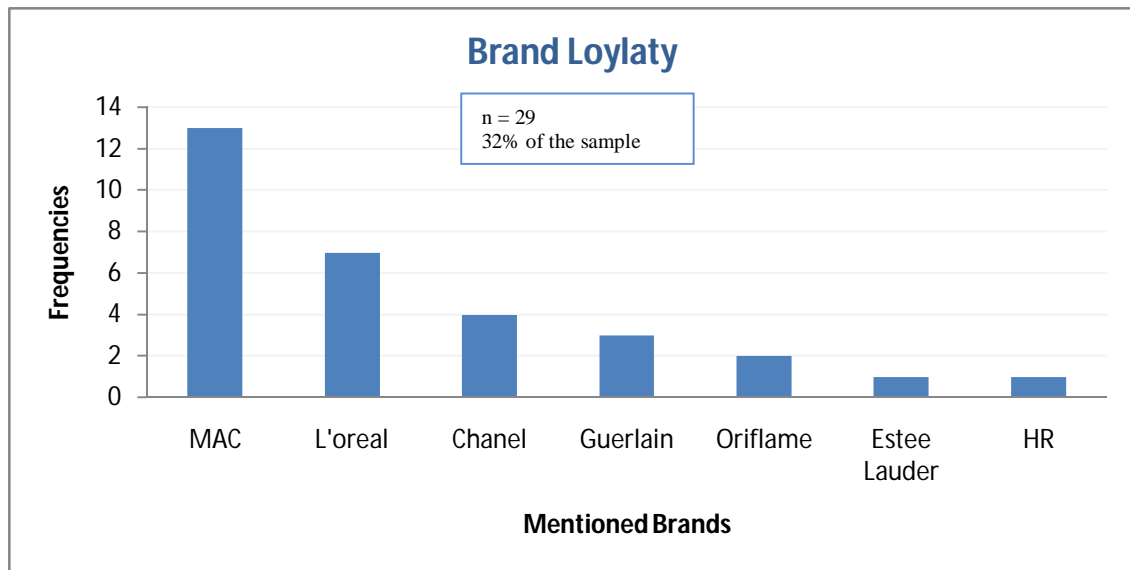
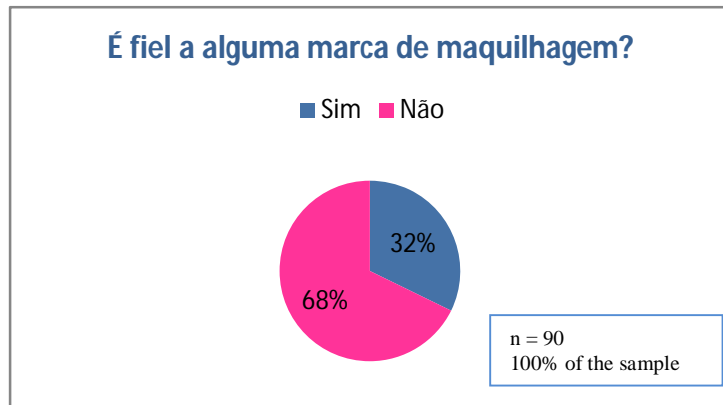
Q.8. Que factores é que influenciam a sua escolha de maquilhagem? (Ler opções e assinalar todas as respostas desejadas)

Factors influencing purchasing			
	Não Mencionado	Mencionado	n
Conselho de amigas/familiares	33	57	90
Anúncios	28	62	90
Aconselhamento na loja	50	40	90
Outros	90	0	90



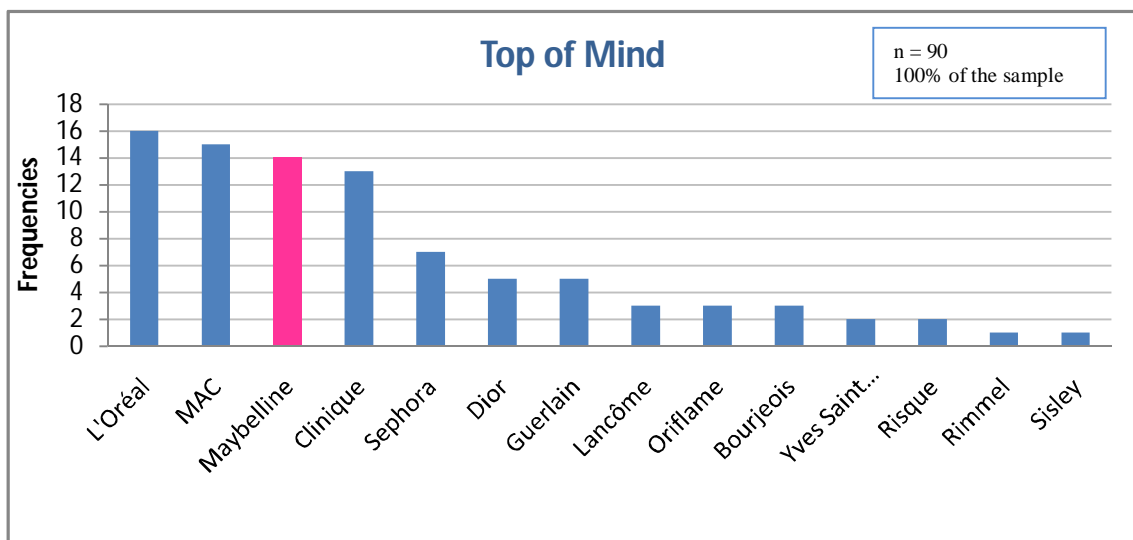
Q.9. É fiel a alguma marca de maquilhagem?

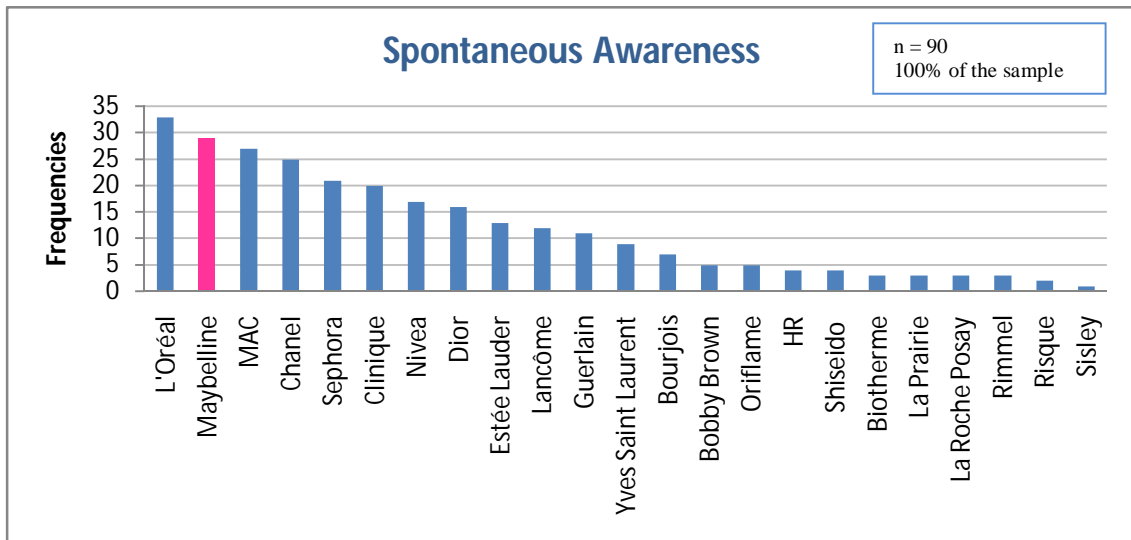
Brand Loyalty	
Sim	29
Não	61
n = 90	



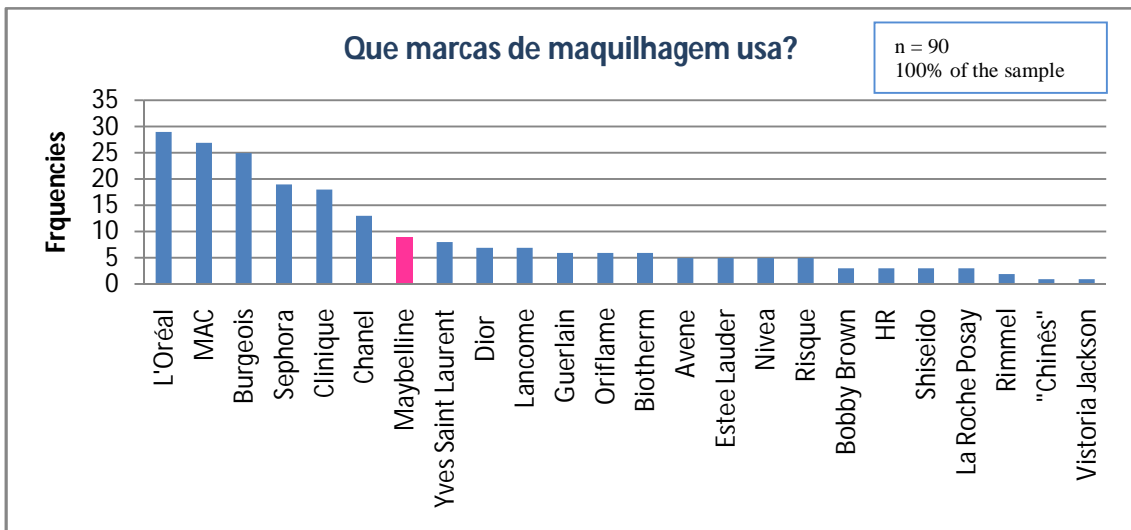
PART II) Make-up Brands

Q.1. Que marcas de maquilhagem conhece? (Referir as 3 marcas que se lembra primeiro)

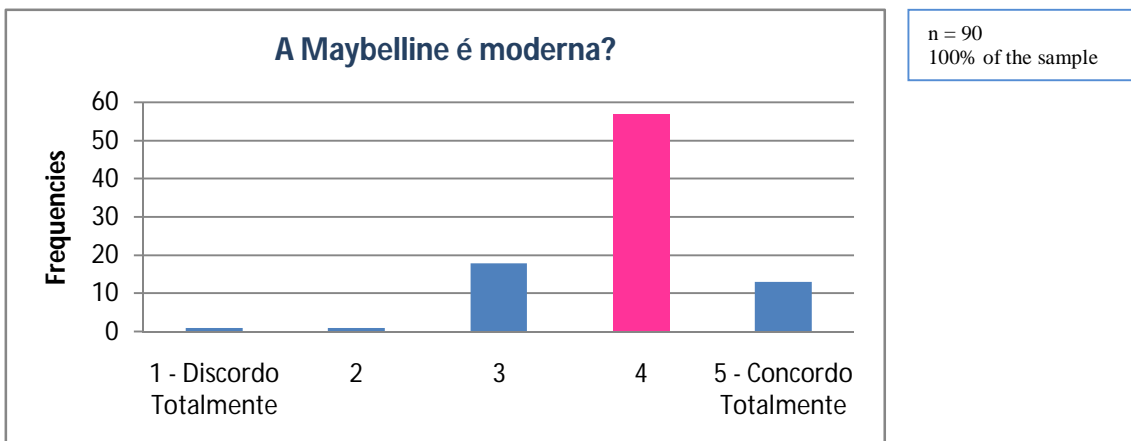


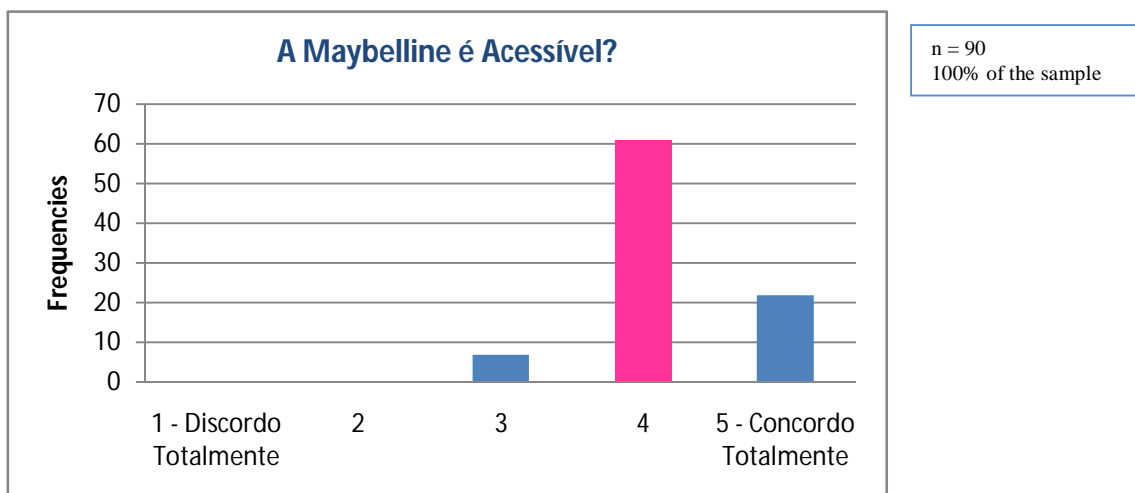
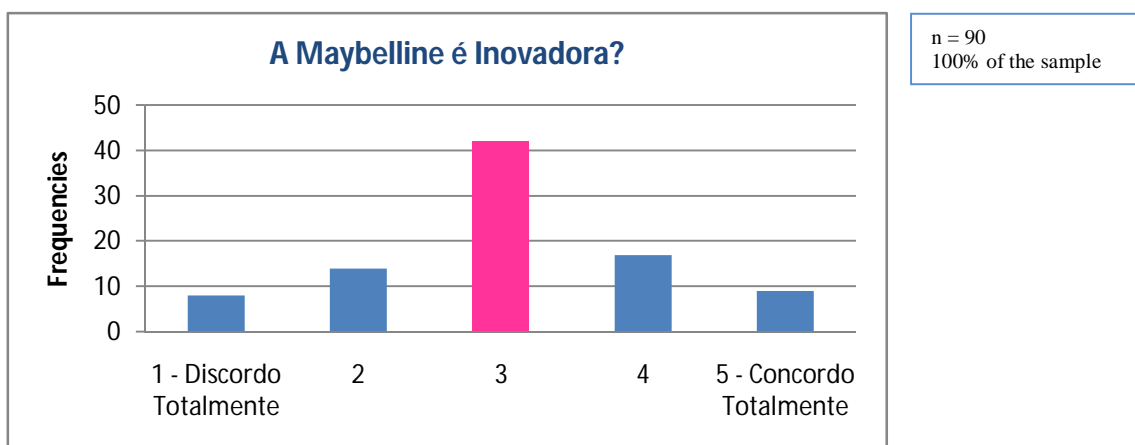
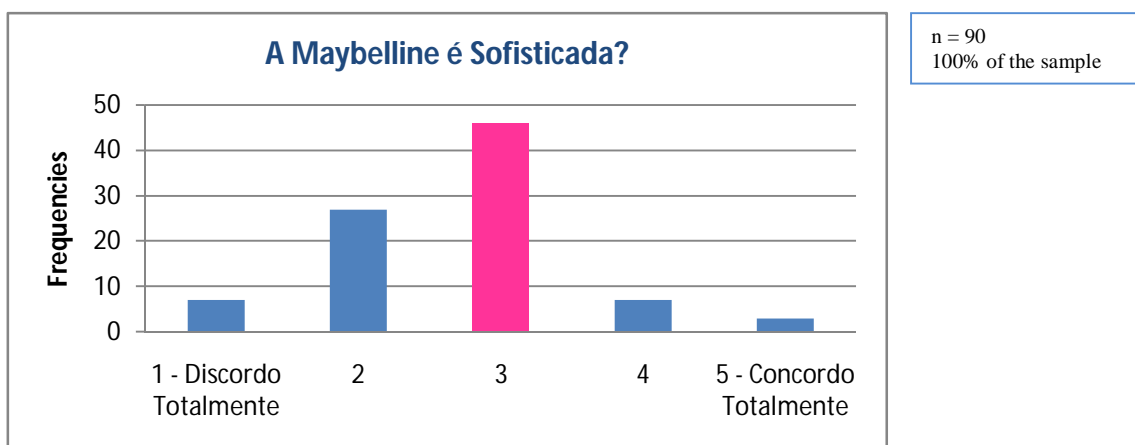
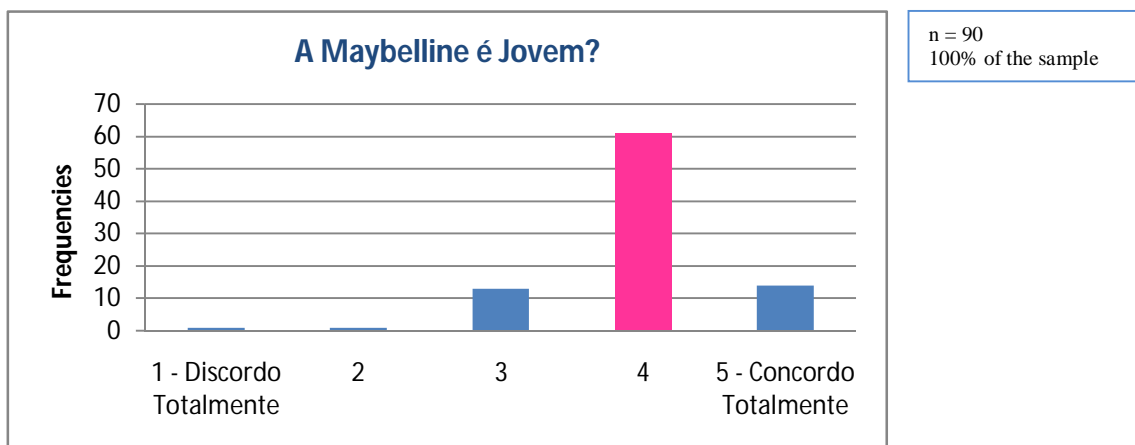


Q.2. Que marcas de maquilhagem usa?



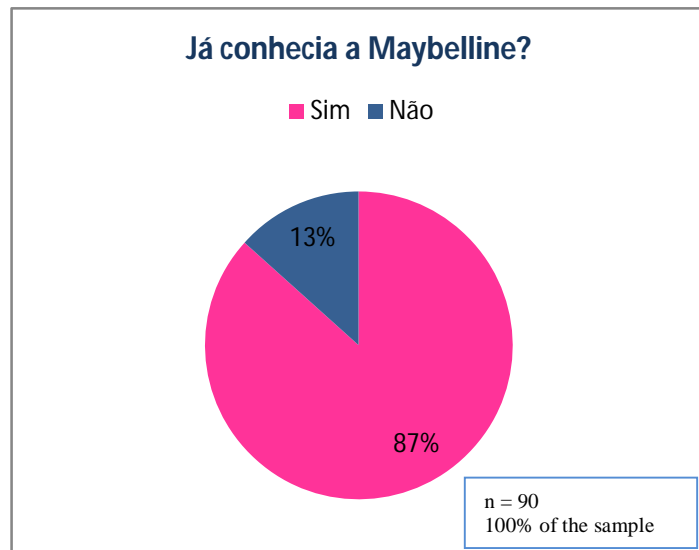
Q.3. Vou agora mostrar-lhe uma embalagem da *Maybelline New York*. Diga-me, por favor, numa escala de 1 (discordo totalmente) a 5 (concordo totalmente), se concorda que a *Maybelline New York* é: (Mostrar Embalagem)





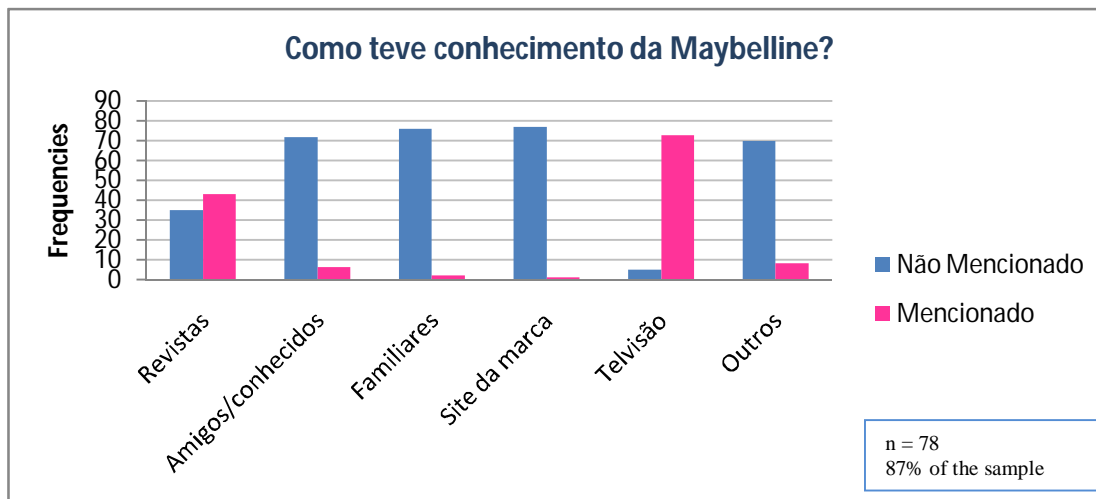
Q.4. Já conhecia a marca *Maybelline New York*?

Já conhecia a Maybelline	
Sim	78
Não	12
n = 90	

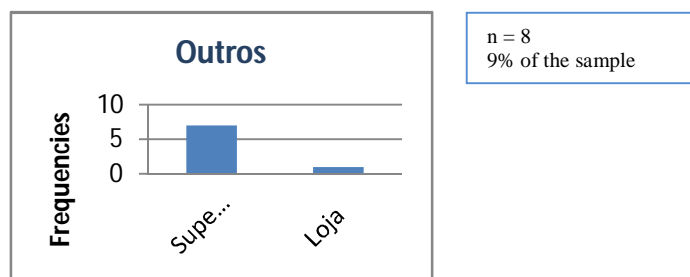


Q.5. Como teve conhecimento da marca Maybelline?

Como teve conhecimento?		
	Não Mencionado	Mencionado
Revistas	35	43
Amigos/conhecidos	72	6
Familiares	76	2
Site da marca	77	1
Televisão	5	73
Outros	70	8

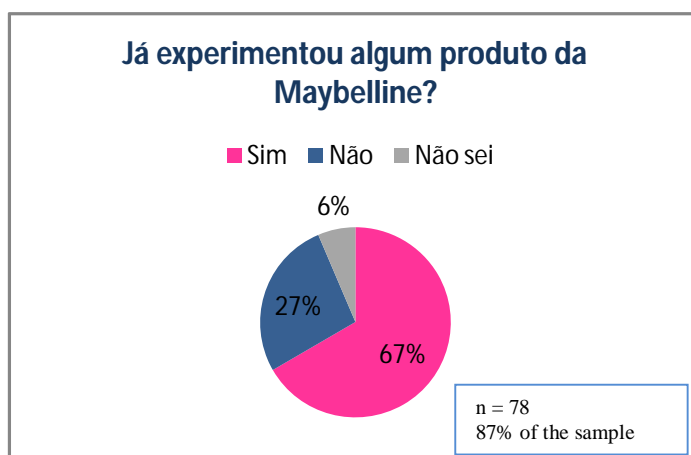


Outros	
Supermercado	7
Loja	1



Q.6. Já experimentou ou usou algum produto da Maybelline?

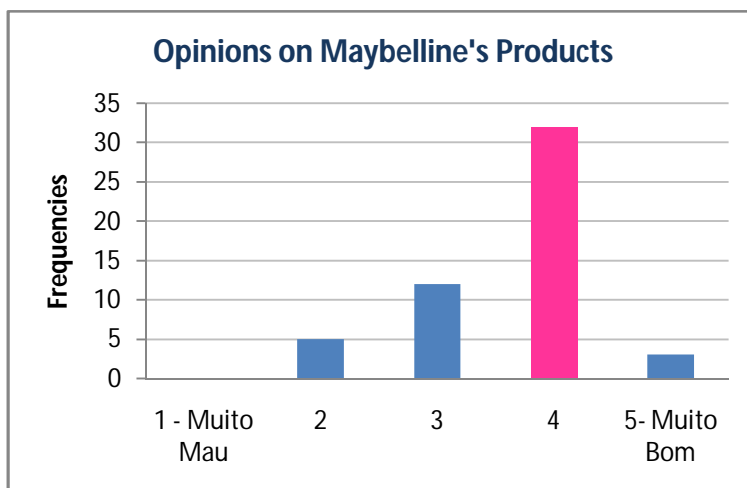
Já experimentou algum produto da Maybelline?	
Sim	52
Não	21
Não sei	5
n = 78	



Q.7. Qual a sua opinião sobre esse produto numa escala de 1 (muito mau) a 5 (muito bom)?

Opinião sobre o produto	
1 - Muito Mau	0
2	5
3	12
4	32
5- Muito Bom	3

n = 78
87% of the sample



Appendix 6 – Sampling Design

Qualitative Research	15 interviews	100% awareness of the brand Maybelline NY
		Usage Quota: 7 use the brand Maybelline NY 8 do not use the brand Maybelline NY
		Age Quota: 8 of the interviewees from 15 to 22 years old 7 of the interviewees from 23 to 39 years old
Quantitative Research	90 questionnaires	Usage Quota: use make-up at least once a week
		Age Quota: 52 of the interviewees from 15 to 22 years old 38 of the interviewees from 23 to 45 years old